



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

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VIEWS ON RETIREMENT CHANGING

A significant shift in the public's view of retirement is emerging, with older workers increasingly opting to continue working and younger workers and employers generally supporting their right to do so, a survey for the National Council on Aging indicates.

These and other findings resulted from a Louis Harris and Associates poll. The interviewers contacted 3,400 persons age 18 and older on the problems and concerns of the elderly.

Some three fourths of the 55 and older workforce, including both low and upper income workers, stated that they would prefer to continue in some paid work rather than retire completely. The adequacy of retirement income was an important factor in a person's response, with 55 percent of the financially needy current retirees saying they had not looked forward to retirement, while 39 percent of those well-off financially had.

The study indicated that in 1974, the proportion of workers age 55-64 who planned to retire at 65 or later was 57 percent, compared to 67 percent in 1981. Also, the number of workers 65 and older who indicate they are looking forward to retirement decreased from 24 percent in 1974 to 15 percent today.

Younger workers generally approve of the preference of older persons to continue working, the survey showed. Workers 18-54 overwhelmingly approved, by 92 percent, of nobody being forced to retire if willing and able to work. More younger workers also reject the idea of requiring older persons to retire to give young people more chance on the job, by 65 percent today as compared to 47 percent in 1974. The survey also revealed that inflation, inadequate income and poor health, in that order, are the three greatest problems facing the elderly today.

UNHEALTHY LIFESTYLES LINKED TO PREMATURE DEATHS

Eight of the ten leading causes of premature death could be reduced significantly if people would learn how to enhance the healthfulness of their lifestyles.

That was the message of J. Michael McGinnis, M.D., Deputy Assistant Secretary for Health and Assistant Surgeon General in the Department of Health and Human Services. Speaking at a recent American Red Cross conference on hypertension, Dr. McGinnis pinpointed smoking, alcohol consumption and bad dietary habits as the main culprits in the premature death rate.

PEAK ACTIVITY PERIODS

Like all business operations, there are peaks and valleys in the interests and participation of activities and services. During peak periods, employee services and recreation managers are limited in the amount of time available to research and develop new events, special interest groups and employee services.

The time to engage in innovative planning is during the "valleys", when interest and participation are lower and thus, less time-consuming. When this time is used wisely, it enables the manager to thoroughly appraise and plan each future activity and service. Also, during the less busy period, novel ideas have a greater chance for success and acceptance.

MEETING EMPLOYEES NEEDS

When a company meets the basic desires of the majority of employees, it can count on a faithful and productive workforce. Most of these desires, aside from wages and most negotiated benefits, can be satisfied by the employee services and recreation manager through a carefully planned program. Overall, any employee services and recreation program should include programs which attempt to deliver the following to employees:

- Improved health -- both physical and mental
- Recreational outlets -- for employees themselves, their families and their guests
- Recognition -- of employee accomplishments and years of service
- Savings -- on goods and services from the company or community; or savings plans offered by the company
- Information -- on company, community and employee benefit information
- Education and Training -- for employees to better themselves financially, mentally, physically, socially; to reach higher career and personal goals
- Confidential personal and family counseling and assistance -- covering such areas as retirement, legal issues, tax assistance, home and family problems, financial planning, medical needs and insurance options
- Working comforts and Conveniences -- such as clean facilities and lounge areas, safe working conditions and an atmosphere of cooperation and friendliness
- Representation -- through an employee association with management support

ADD TO YOUR LIBRARY ...

...these publications: The Health Robbers -- How to Protect Your Money and Your Life, by Stephen Barrett, M.D., published by the George F. Stickley Company, Philadelphia, PA. This publication informs the reader how to combat deception and fraud in the health care field; and two free publications, "Eye Care News", from the American Academy of Ophthalmology, P.O. Box 7424, San Francisco, CA, 94120, and "Home Health Care", from Upjohn Health Care Services, 3651 Van Rick Drive, Kalamazoo, MI, 49002.

DON'T WEAR THE SAME SOCKS TWICE, AND OTHER RUNNING SECRETS

Runners are eternally on the lookout for ways to improve themselves: their time, their posture, their quadriceps, their attitude, their game plan, their whatever.

As a group, reports Executive Fitness Newsletter, they are the most eternally on-the-look-out-for-ways-to-improve-themselves group of mesomorphs you're ever likely to run into. For them, Michael Schreiber has written the book, The Art of Running. Among those techniques he suggests to master the art are:

- RUN ON THE OUTSIDE. By running on the outside lane of the track, runners can improve their performances by adding extra distance at a faster time in order to keep up with a partner.
- DON'T RUN IN A NEW T-SHIRT. The material of a new piece of clothing can feel pretty rough as it rubs against the body. It can also chafe the skin to a point of rawness.
- DON'T WEAR THE SAME SOCKS TWICE. This goes for shorts and shirts as well. The salt from perspiration dries on the material and can irritate blisters to a non-tolerable point.
- ALWAYS RUN WITH PEOPLE BETTER THAN YOURSELF. You work harder with them and goof off less.
- ALWAYS TRAIN WITH PEOPLE WORSE THAN YOURSELF. It does the heart good to get a health shot of ego boost every so often.
- $3 + 3 = 6$. Split your runs in two sessions; instead of one six-mile jog, do three miles in the morning and three miles in the evening. You double your warm ups and conditioning.
- BREAK SHOES IN. Comfortable shoes are essential for long mileage.
- COOL FEET. When you've come to the end of your post-run shower, aim a straight, hard stream of cold water directly onto your feet, ankles and tendons to help prevent or soothe aches and soreness.
- LAISSEZ-FAIRE. When deciding on how far to run each day, pick a reasonable minimum. That way, if you're really not "into" running that day, you can at least attain a minimum standard. Or, if you feel "up", run longer. It's a good strategy for the body, mind and spirit.
- A LITTLE EXTRA. Ride your bike to the track instead of driving there.

SMALL SCALE RECREATION AT MINIATURE PRICES

Difficult economic times are rekindling interest in the old American pastime of miniature golf, according to the Wall St. Journal.

People who can't afford \$10 concert seats or \$4 movie tickets are increasingly patronizing Lilliputian golf courses where they can hit the ball around for as little as 50 cents an hour.

THE SPICE OF AN EMPLOYEE SERVICES AND RECREATION PROFESSIONAL'S WORKING LIFE

Variety is the one essential ingredient to any employee services and recreation recipe.

It is difficult, if not impossible, to offer any one type of program that appeals to everyone. Most activities and services have a limited potential participation rate. Shopping tours typically attract more female employees; intramural football attracts more male employees; and contemporary dance activities draw a younger crowd.

Similarly, services offered to employees do not have universal appeal. Factors such as cost, previous experience, individual needs and interests all affect a services' acceptance.

Therefore, the secret is to include as many varied services and activities in your total program as possible. Some activities should include guests of employees, for those who enjoy the company of their close friends. Some activities should appeal to the sports enthusiasts, providing there are enough of them. Other activities should be of an educational nature, for those interested in broadening their intellectual scope.

The list of possible activities and services is virtually endless. Introducing new programs can fill gaps, but it can also be costly. One way to find out what kind of a variety is needed to please a majority of employees, is to survey the population and uncover their areas of interest.

EMPLOYEE SERVICES COMPLAINTS

The employee services sector of a company will most always be among the first to receive employees' complaints and criticisms. These may result in a misunderstanding of company policies, difference of opinion, employee organizational problems, poor working conditions, or a lack of communication.

The position of the employee services and recreation director may require effective personnel skills as well as practical interpersonal skills, such as listening. Most people voicing a complaint are seeking a form of recognition and consideration, though not directly. An astute manager should be able to perceive this, and act as a confidant and friend in order to assure the effectiveness of the services his company offers its employees.

Strange as it may seem, professional employee services and recreation directors are not always classified in the same terms as the rest of management. Just as strange, management does not always regard the director in the same light as other supervisors. Once this is recognized, the employee services and recreation manager should capitalize on his status as liaison between management and employees.

FREE LOAN FILMS AVAILABLE TO ADULT GROUPS

Film users may now choose from over 1000 free-loan film titles offered by Modern Talking Picture Service. The films may be booked by schools, adult groups and organizations free of charge. For a film catalogue and order blank, write to: Booking Promotion Department, Modern Talking Picture Service, 5000 Park Street North, St. Petersburg, Florida 33709.



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MOVING THROUGH THE EIGHTIES

Employee services and recreation, like any other professional field, is not immune from change. As it progresses through the eighties, a variety of forces will move NESRA and its members in new directions. Among the major trends which will affect us in the future include:

- The move toward closer management-employee relations. Because greater management involvement with employees will be encouraged, communication will improve and employees will cooperate as they feel directly involved in the success of the company.
- The move toward greater competition in the recruitment market. Small companies and businesses will have to meet large companies with extensive employee services and recreation programs head-on in the battle for top-quality employees. They will find assistance in local NESRA chapters which offer the opportunities to join in cooperative personnel ventures with other small companies.
- The move from massive recruitment to highly selective recruitment. Economic conditions will force companies to operate with fewer employees. Early retirements will continue with less replacement. Despite this, personnel staffs will be more productive.
- The move toward integrating individualized services in the overall benefits plan. Employee health programs, educational opportunities, rewards/incentives and recognition will be top priorities for companies as they attempt to find top-quality employees --- and keep them.
- The move toward more family-oriented activities. Recreation activities and employee services programs will involve more family participation as the newer workforce places a high priority on the family.
- The move from in-house responsibilities to contracting for outside services. This will, of course, mean fewer full-time positions in the employee services and recreation area.

TOP MANAGEMENT WALKS

A recent survey study reported in Industry Week found that chief executive officers of American industry exercise regularly. Most common exercise of these leaders was calisthenics (24%); walking was way up there (17%). Exploding the myth of chain smoking executives, the survey found that 84% do not smoke cigarettes.

THE EXPENSE OF BACK INJURIES

Back injuries can be costly both in terms of medical expense and in time away from work. The Safeway grocery chain, headquartered in Oakland, CA, reports the American Red Cross has long been plagued with this problem because so many of its employees move heavy merchandise from warehouse to truck to store. Recently, management has taught staff the conventional way of lifting: bending the knees and lifting with the whole body rather than bending from the waist.

KEEPING ON TOP OF CHANGES

We are always pleased to read or hear about ideas, subjects, and programs that were introduced in print long before other news media regarded it important. NESRA can point to articles printed in Employee Services Management and Keynotes which covered subjects then novel.

Many years ago, we suggested the importance of physical fitness in industry; day care centers for business and industry; the use of employee recreation and services as training and supervisory observation objectives; the involvement of employees' families in company activities; the need for an employee services center within personnel administration; and a host of other subjects. Today, those one-time novel ideas are beginning to be implemented and also covered by other business media.

We hope our readers can also take credit for their efforts in alerting management to emerging trends. Keynotes thanks NESRA members for their concerned interest and input to our publications; without you we cannot remain so farsighted.

THE FORMULA FOR SUCCESS

Any formula for programming successful services and activities involves considerable innovation and drive. Following are some key factors for managers to keep in mind when developing and coordinating an employee services and recreation program.

- Endeavor to generate new approaches or styles for activities and programs currently offered.
- Try to motivate people to become involved in the planning process as well as participating in the actual program. The creation of more job assignments and tasks will assure greater general interest and more participation in the final product.
- Remain flexible. Consider new ideas and suggestions even if they differ from your own. Avoid reacting negatively to different opinions or employee suggestions will be permanently discouraged.
- Use every available method to publicize the activity or service. Give considerable thought to making the project desired and saleable. Look for ways to incorporate promotional sales gimmicks in the actual program, such as contest, discounts, awards and added attractions. Study your market and tailor your marketing mix to them.
- Use feedback to adjust the service or activity so as to include more employees in the future.

LUNCH HOUR EDUCATIONAL SESSIONS

Champion International Corporation turns its Stamford, Connecticut cafeteria into a classroom on Fridays, according to the Wall Street Journal. During the lunch period, Fairfield University professors are engaged, at a small fee, to discuss topics ranging from international politics to adolescent psychology.

So many subjects could be covered in these short discussion luncheons: the stock market, coping with stress, consumerism, business ethics, politics, inflation, foreign cultures, and many more subjects too often assumed as general knowledge.

Education may start in the elementary grades, but it never ends. By placing more emphasis on educational programming, business and industry can reap the many benefits of knowledgeable employees.

EVENTS AND PARTIES MORE SUCCESSFUL WHEN "THEMED"

For the professional promoter of public events, the theme or title of the program is of primary importance. The second important requirement is that the program and design be fully carried out according to the theme. From simple announcements to the entire program agenda, promotions and all functional details must be in keeping with the attraction's purpose and its relationship to the theme.

In addition, the promotion expert, publicity chairperson or person responsible for attracting attendance and participation must be carefully selected. Also, all events or parties must have a capable host or hostess who may double as the master of ceremonies. Working with the promoter, the m.c. keeps the show on the road and makes sure all details, participants, and spectators are functioning as pre-determined.

The larger the event the more pre-planning and work is required. An outline of work and duties, the formation of the agenda, the selection of those participating or entertaining, and a time schedule for each must have priorities. All of the above must be adapted to the expenses and anticipated incomes, so look for a sharp accountant or financial advisor. Promotional and financial expertise is a business like any other profession, and the more expert they are, the greater is the project successes they manage.

LIVE HERBS MAKE WORKPLACE MORE APPEALING

For many workers, pleasant surroundings mean greater personal satisfaction and better job performance. So when employees at McCormick & Co., Inc.'s Hunt Valley (MD) plant suggested hanging plants in the cafeteria to brighten its decor, human relations supervisor Marilyn Hurley agreed it was a good idea. And she carried it one step further by "spicing up" the lunch room with live herbs. Her reason: "Many of our employees work with spices but have never seen what the plants themselves look like." With the help of a corporate agriculturalist, she acquired a vanilla plant, a bay leaf tree, an aromatic rosemary bush, a large cardamom bush, and seven hanging baskets filled with cascading Italian oregano, chives, parsley, rosemary, and thyme. Since the plants have been in place, employees have savored a more delectable eatery and, thanks to informational tags, have picked up some tidbits about the history of, culinary uses for, and folklore associated with the live herbs. (--- Personnel Management-Policies and Practices, Vol. 29, No. 21)

SAFETY TIPS FROM ASTM ENHANCE THE ENJOYMENT OF SKIING

So that skiers may fully appreciate the art of the sport, a group concerned with the development of standards for skiing has compiled a list of safety tips for the Alpine skier.

The group is Committee F-27 on Skiing of ASTM, the internationally recognized standards-writing organization. F-27 is composed of skiers, ski equipment manufacturers, and university staff who are concerned with the lack of standards relating to the safety of the sport.

Following is a list of ski tips and suggestions:

- Are the bindings appropriately installed and adjusted? If they are, this may help reduce the chances of injury.
- Older equipment that has not been maintained by regular check-ups may be dangerous to ski on.
- Does the bindings system work? Operating the ski binding system to release prior to use is an advisable procedure.
- To improve the function of binding systems, periodically lubricate and keep boots and bindings free of dirt and ice.
- If the binding system is set higher than the manufacturer's recommended level, injury risks are increased.
- Check for any possible incompatibilities in ski equipment such as inappropriately functioning anti-friction devices (badly scratched, missing, chipped), missing screws, or broken parts.
- Avoid skiing when tired, as there is an increased chance of mistakes that may lead to injury to the skier and others.
- Ski brakes are safer and more convenient than a retention leash. There is less chance of a windmilling ski that may cause injury.
- The selection of children's equipment requires at least as much care and attention as does that for an adult. Well-made and appropriately fitted, adjusted, and maintained equipment will make skiing experiences more enjoyable.

ADD TO YOUR LIBRARY ...

... The Hay Associates' "Management Memo", no. 329. This publication is recommended reading for all personnel professionals and trainees. It covers the area of employee surveys and provides information and references most beneficial in this phase of personnel administration. Write Hay Associates, Management Consultants Headquarters, 229 S. 18th Street, Rittenhouse Square, Philadelphia, Pa. 19103 or telephone (215) 875-2300 to receive Hay Management Memos.



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MUSIC FOR THE BUSINESS-MINDED

Forgetting the trials of the business world is easy for those who make music their relaxation. All across the country, successful business people are actively involved in making music with friends, family and community groups, according to the American Music Conference.

R. Wayne Oldham of Nashville, Tennessee, is chairman of a 32-restaurant chain and an avid pianist and trombone player. Oldham was once a high school band director, but jazz is now his off-hours passion.

Accomplished violinist Jerry Gaines doesn't let his financing company responsibilities get in the way of his music. The businessman is a member of California's Marin County Symphony Orchestra.

Richard Peterson balances his responsibilities as owner of Peterson Insurance with a love of making music that sometimes makes him want to change careers. A saxophone and clarinet player who loves Dixieland, swing and jazz, Peterson is a regular player at Chicago's Jazz at Noon, a businessmen's group that meets once a week to "jam."

HOW MUCH ARE YOUR SERVICES CONTRIBUTING?

Every function of the employee services sector of the personnel department should contribute to the business success of their company or organization. Employee services and recreation directors should constantly reach for ways to contribute even more in the direction of increased productivity and improved morale through their close relationships with both employees and management.

Every function, every contact and every plan of action should have a bearing upon these objectives. Classifying events as recreational or cultural does not isolate them from contributing to the company's success. People involved in employee services must, above all, understand how programs and activities benefit not only the employee, but the company as well. These goals should not remain a mystery to employee services professionals, employees or the management--behind all planning must be a purpose.

Too often, the question, "Why are we doing these things?" is asked. And without good answers, the ballgame belongs to too many quarterbacks.

THIRTY-ONE WIN NESRA FISHING CONTEST

Winners of the 1982 NESRA/AFTMA fishing contest are now final. Dale Hails, Tournament Coordinator, from Dofasco in Hamilton, Ontario reports the following winners:

<u>Type of Fish</u>	<u>Pounds</u>	<u>Name</u>	<u>Company</u>
Salmon	15 lbs. 1 oz.	Betty June McGarry	Automation Ind., Inc.
Yellow Tail Tuna	125 lbs.	Percy Kleinschmidt	U.S. Post Office
Northern Pike	21 lbs.	Stan Cernohous	3M Club of St. Paul
Lake Trout	25 lbs.	Howard Hanson	General Mills, Inc.
Salmon	33 lbs.	Shelby Helms	Onan Corporation
Crappie	2 lbs. 4 oz.	Diana Garlock	Babcock & Wilcox
Walleye	13 lbs. 9 oz.	Robert Mix	3M Club of St. Paul
Largemouth Bass	8 lbs. 7 oz.	Johnnie Corgin	Automation Ind., Inc.
Smallmouth Bass	5 lbs. 6 oz.	Norman Robinson	McDonnell Douglas
Rainbow Trout	16 lbs. 12 oz.	John Kiczula	Dofasco, Inc.
Muskellunge	38 lbs.	Terry Eichman	3M Club of St. Paul

Each category winner will receive a Woodstream Tackle Box and a Shakespear Rod and Reel along with a first place trophy to commemorate their catch.

HEART DISEASE GREMLINS

Heart disease is a major cause of death and disability. The typical candidate for a heart attack is one with a Type A personality...the person who suffers from "hurry sickness"...pushing...restlessness...a short fuse...constant concern for time and self-imposed deadlines.

These are only some of the gremlins that cause attacks. Much can be said about how serious we take ourselves and new conditions around we consider annoyances.

An improved sense of humor may just be the ammunition required to combat those gremlins. One's frame of mind can be just as important as one's physical frame. However, both need some controls and efforts exerted to build up a good defense.

A LITTLE PRAISE AND THANK YOU GOES A LONG WAY

"So as you sow, so shall you reap."

Often a few words of praise, a thank you, or just a pat on the back can mean more than anything else in providing workers with some form of reward for their endeavors. If nothing else, you will begin to feel much better.

Although we all know people whose temperments are somewhat sour, they, too, are not immune to the sweetness of a compliment or a thank you.

BUILD FOR EXCELLENCE AT NESRA's 42nd ANNUAL CONFERENCE AND EXHIBIT
MAY 5-8, 1983 COLUMBUS, OHIO

EMPLOYEE SURVEY HELPS COMPANY PLAN HEALTH PROGRAMS

The Health Awareness Committee at the Toledo Edison Company (Toledo, Ohio) is using the findings of the health survey as a guide to ensure that future health programs are geared toward employees' interests, reports Personnel Management - Policies and Practices.

The survey polled 1,600 of the company's employees on their healthcare concerns. Here's what they found: Cancer prevention and protection was the number one concern of more than 90% of the employees responding to that question. Employees also said they wanted more information on healthcare costs. And they indicated a strong interest in heart disease, high blood pressure, stress, first aid, safety, and cardio-pulmonary resuscitation. More than three-fourths of the survey respondents said they would like to learn more about good nutrition, choosing a health service, arthritis, and the benefits of exercise.

In addition, the survey found that employees are very willing to participate in blood pressure screening and hearing and vision testing. They also said they would like to take part in a personal exercise and stress program. Interest in swimming, tennis, serobic dance, and yoga was expressed by more than a quarter of the employees. And almost a third of those polled were interested in a program to stop smoking.

Another step taken by the Health Awareness Committee to promote good health was to make available to employees and their families a 55% discount on membership to a local health center (\$100 for an annual individual membership; \$150 for an annual family membership).

INCOME TAX INFORMATION AND ASSISTANCE

Many companies are now providing their employees with federal, state, county and city tax assistance and information. Special rates for income tax services are arranged with commercial tax consultants or companies providing tax services. Frequent step-by-step instructional tax preparation bulletins are posted. Group instructional and informational seminars addressing the preparation of various forms also arranged. In addition, copies of various tax forms are made available to employees through the employee services or personnel department.

Because all employees have varied problems and unique financial situations, the cost of tax services will vary. However, whatever expert help employees can obtain at a reduced rate will become another special benefit provided to them by their company.

Beneficial Income Tax Service in Oak Lawn, Illinois is a NESRA associate member available for tax assistance and consultation. Contact Gerald Alessi at (312)636-5551.

A tax seminar or ongoing income tax assistance or referrals is just one more way for management to demonstrate its concern for employees over and above the pay check and negotiated benefits obtained through a third party.

ADD TO YOUR LIBRARY...

...this correction: The American Academy of Ophthalmology offers the following free publications: "Seeing Well As You Grow Older" and "Eye Injuries: Prevention and First Aid." (-not "Eye Care News" as previously reported in the January, 1983 issue of KEYNOTES.)

THE IMPORTANCE OF INFORMATION RESOURCES

One of the more difficult assignments to make in any organization is choosing the individual to arrange a social or educational program for the membership. Most persons will shy away from this undertaking unless there is some assistance offered. The director may be the best source for giving such assistance, if he or she has a repertoire of information, sources, and previous experiences to rely upon.

One of the better methods of serving these needs is maintaining a file of possible programs ideas and information sources. While this takes time and some effort to compile, it's value is worth every minute devoted to it. NESRA's KEYNOTES newsletter is but one excellent referral library if you have taken time to index it for quick reference.

There are also many other sources to turn to for establishing a directory of program aids.

- Most large corporations have free or low cost films to offer. Some have people trained to give talks and demonstrations. The public relations department of most companies will supply such information.
- The news media--radio, TV, and newspapers--fill many requests for speakers to meet these needs.
- Local libraries are one of the finest sources of information and assistance. Some rent or loan out films, recordings, and tapes in addition to helping people find sources for speakers.
- Social agencies are more than willing to assist with programs. Family services, health agencies, planned parenthood, aid to the elderly, etc. are just a few.
- The police and fire departments are always willing to talk about crime and fire prevention, emergency services. Virtually all departments have a community relations section handling such requests.
- Every business and civic association will do their utmost to fill a speaker or film presentation slot on your program.
- Universities, through their external affairs department, will also suggest a number of topics and provide assistance with educational or cultural programs.
- The various departments of government--federal and state--have programs too numerous to list that offer excellent opportunities for enlightening programs. Write each of their departments of public information. Some provide catalogs, films, speakers, and handout booklets.
- Finally, there are a host of local groups listed with the chamber of commerce, trade associations, amateur theatre groups, performing arts groups, barber shop quartets, chorus groups, zoo societies, museums, banks, telephone companies, various volunteer civic and park groups that are only too happy to contribute to a program. Also, some cities have athletic coaches clubs and press clubs that can be recruited for programs. There's a vast number of world travelers that have a great slide presentations at low cost showings.

The key to all of these possibilities is having them listed in your own personal directory for quick reference. Doing this makes you the most valuable source of program assistance in the entire company.



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NEW MANAGEMENT CHANGING THE WORKPLACE

The scientific management theory is no longer in tune with today's realities. The "technical systems-efficiency" model is being replaced by the "sociotechnical work design" theory, according to Arthur G. Wirth of the Washington University Graduate Institute of Education in St. Louis, Missouri, reported the Journal of the American Vocational Association.

The focus of this alternative philosophy of work is on the human element in the workplace. The fundamental flaw of technical efficiency models is that they insist on seeking purely technical solutions to problems and ignore the personal, subjective and creative aspects of the human beings involved.

Wirth, who is internationally known for his research in management and work redesign, finds the new worker in conflict with the old management style. When the old habits of management are questioned, Wirth says new questions must be faced: What kind of thinking do you use if you view workers as persons who want a chance to live and learn as mature adults in the workplace? Can technology be redesigned to place it under the control of workers' intelligence and initiative?

Answers are being found, and sociotechnical management is already working in Norway and Sweden. In a recently published paper, Alternative Philosophies of Work, Wirth describes in detail the changes that were made in the Volvo plant in Sweden, when management adopted a new concept of work. Now at Volvo, work teams design their own work and rest rhythms, job rotation and collaborative plans for trouble shooting and take responsibility for quality control.

Wirth explains that the new concern for the quality of life is bringing about changes in management and work patterns in the United States also. Increasingly, American industry is introducing robots to handle the most unpleasant work, using computer technology to give immediate quality control feedback at the work site instead of at the end of the line, and creating autonomous assembly teams of 15 to 20 workers who have more control over the work process.

The change in management will affect industry expectations from workers. Personnel managers and educators must be aware of these changes and adapt to the sociotechnical work design in order to adequately train workers for the jobs of the future. As Wirth notes: "The process may not be easy, but it will not be dull."

Alternative Philosophies of Work: Implications for Vocational Education Research and Development is available for \$1.90 from National Center Publications, The Ohio State University, 1960 Kenny Rd., Columbus, OH 43210.

TELEVISION: A TIMELY INDICATOR

The television medium is one of the best indicators of what interests are enjoying popularity. The TV screen provides a picture of what people are enjoying today.

There is much to be learned by viewing television as a course in human behavior. For those engaged in programming events and educational activities, the TV set can be one of our best educational, visual aids in current interests, methods of presentations, and new programming ideas to try. Viewing television on this kind of a basis will be an asset in your own programming.

CONSUMERS' WORKSHOP

Most everyone these days is looking for low-cost ways to enjoy quality products and services. With so much information available, employee services and recreation directors could easily coordinate a consumers' workshop. Suggested topics for consideration include: the problems of impulse buyers; knowing how to evaluate and make comparisons; seeking out price advantages on a quote and bid arrangement; how to form a cooperative purchasing group of two or more families; how to save by clipping coupons and seeking double coupon value promotion; how to purchase at wholesale prices; when and what to save and look for in overruns, irregulars, surplus stock, old models and style; and how to take advantage of seasonal purchasing.

Guest speakers could also lend their expertise to the workshop. Undoubtedly, this endeavor can be a no-lose situation. If planned well, participants can be educated, entertained and a whole lot richer.

THE ELEMENT OF CHANCE OR WIN

One of the common denominators of leisure activities and recreation is the element of chance or win. Virtually any activity that offers an opportunity to win, either by performance or by chance, adds another profit and participative factor. The profit can be in the form of money raised or the profitability of increased participation.

Advanced ticket sales at reduced prices can also ensure more attendance and additional profits over those sold at the door. It provides ready cash-flow for operational expenses. Door prizes and contests are other inducements that create interest and participation in the events.

The instinct to take a blind chance of winning a prize or money is a common universal inducement. Strange as it may seem, high odds against winning does not hamper or deter the human drive to take a long shot. Very few participants ever consider or care to figure the odds.

From our early life stages, we have constantly been encouraged to be winners in most every type of game and sport experienced. Is it no wonder that horse racing ranks as the number one spectator sport for attendance. Here, not only the does the participant profit from winning, but so do the spectators who beat the odds to win. Thousands of football and baseball pools are conducted every season. Card games, raffles, and games of skill fall within the win or chance category. The great danger is carrying this human drive to win to excess. It can become not only a costly habit-forming conditioning, but a psychological disease. In light of this, employee service directors should be very cautious and establish controls so as to ensure that fun and fascination do not grow into obsessions.

THE HEART CHART

An ounce of prevention is worth a pound of cure. The cliché maybe trite but it is no doubt true when it comes to the importance of carrying medical information.

Whether traveling on business or just going for a daily job, everyone can carry along his or her EKG in the form of The Heart Chart, a wallet-size laminated card containing medical information that can be crucial in an emergency.

"Many people are walking around with what are considered abnormal electrocardiograms," says Ellen Cooper, president of the company that produces and markets the card. "The Heart Chart shows a baseline normal electrocardiogram so the emergency-room physician has a point of comparison," (Patients obtain their most recent EKG from their doctor and send it in with the application.)

The other side of the card includes medical history, allergies and medications taken regularly, with space for the name and phone number of the patient's regular physician.

Even healthy people can fall victim to an accident or suffer cardiac-like symptoms that necessitate emergency treatment while away from their primary physician and medical records.

Thousands of unnecessary hospitalizations could be avoided if a baseline EKG and vital medical information were immediately available at the time of urgent medical evaluation. A patient unnecessarily hospitalized can accumulate costs of thousands of dollars, as well as lose productive work time and income, while waiting for medical information to arrive. Being caught on this "treadmill of medicine" partially accounts for the ever-rising medical costs which are of great concern nationally.

People who travel--whether for business or pleasure--can be assured that their electrocardiogram can be universally read. This card is provided through many major corporations as a health benefit for this reason. Sports enthusiasts such as joggers and bicyclists frequently leave home without any identification. THE HEART CHART can easily be carried or worn on a chain.

While the concept of this card is simple, the ramifications in terms of lives saved and lower medical costs are tremendous. The card costs \$8.00. There is a fee of \$3.50 to change medical information and \$5.00 to reproduce a new EKG. For more information and an application form, write to: THE HEART CHART, INC., P.O. Box 221, New Rochelle, NY 10804.

HAZARDOUS OFFICES

Office work isn't usually considered dangerous, but there are definite hazards in today's corporate workplace. Office automation, reported Good Health Digest, appears to be the prime culprit behind the stresses and strains besetting white collar workers. Dr. Jeanne M. Stellman, an authority on employee safety, says that stress is the most serious health hazard because it is rooted both in the nature of work and in the workplace itself. The concept of the factory line, increasingly finding its way into offices, is a significant contributor to stress. With automation, for example, it is now possible to monitor an employee's exact output and record all errors. Lack of control over one's job is another major cause of stress.

Strain in offices can be brought on by lighting problems; poor design of furniture and such equipment as video display terminals; distracting noise, especially prevalent in "open offices" with mere partitions between work stations; stale, poorly ventilated buildings; and chemicals released from photocopying machines.

NESRA ANNOUNCES 1983 BOWLING TOURNAMENT RESULTS

Texas Instruments, Eastman Kodak and Babcock & Wilcox sponsored this year's NESRA-Brunswick Recreation Centers national bowling tournament champions. The national contest, coordinated by Jack Rinaldo, Atwood Vacuum Machine, drew 2,750 bowlers and 550 teams. Regional and national winners in all divisions will receive a company trophy as well as individual awards. Following is a listing of the first place tournament champions:

<u>REGION I</u>	<u>COMPANY</u>	<u>TEAM</u>	<u>TOTAL</u>
Mixed Division	Oenida Silversmiths	#10	2,762
Women's Division	**Eastman Kodak	Five Alive	2,828
Men's Division	Brand-Rex Company	Brand-Rex I	3,240

<u>REGION II</u>			
Mixed Division	Singer Company	Ups & Downs	2,732
Women's Division	Martin Marietta Aluminum	Watevers	2,642
Men's Division	**Babcock & Wilcox	Balloonheads	3,322

<u>REGION III</u>			
Mixed Division	Ball Memorial Hospital	#12	2,798
Women's Division	Bethlehem Steel	Hot Dog Bores	2,776
Men's Division	Bethlehem Steel	Cone Heads	3,280

<u>REGION IV</u>			
Mixed Division	DuPont ORA	Lane Brains	2,759

<u>REGION V</u>			
Mixed Division	Rockwell International	Rockwell #1	2,806
Women's Division	Rockwell International	D - BJ's	2,699
Men's Division	Rockwell International	Happy Brights	3,086

<u>REGION VI</u>			
Mixed Division	**Texas Instruments	Pin Spreaders	2,842
Men's Division	Emerson Electric Company	Sandbagger's	3,054

<u>REGION VII</u>			
Mixed Division	Boeing Company	Climax	2,782
Women's Division	Boeing Company	Know-Balls	2,644
Men's Division	Boeing Company	Four Holers	3,155

** NATIONAL CHAMPIONS



KEYNOTES

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Editors: Melvin C. Dyers, CESRA and Martha P. Dyers, CESRA

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May 1983

Volume 13, No. 5

WARNING: SOME OF TODAY'S TECHNOLOGY MAY BE HAZARDOUS TO YOUR HEALTH

To most people, technology conjures up images of progress, convenience and improvement. Too often, the excitement about new technological ventures overshadows any concern about safety. Yet overlooking safety precautions can be quite dangerous, particularly for employee services and recreation professionals and volunteers who face new advances in both areas of office automation and physical fitness.

Those who spend their workdays interfacing with video display terminals or word and data processing machines report such discomforts as neck pain, eye strain, backaches, headaches and other body aches aggravated by the long, intense work periods at the automated work station. Desk exercise can come to their aid, however. Through exercise and body movement, workers can relieve the stress on their muscles and their minds.

Hearing problems can surface both in the office or on the track. Dictaphones at higher-than-average volumes can damage the ear. Also, running with the walk-a-long type of stereos at full blast can damage hearing ability as well as prevent the runner or jogger from hearing such important sounds as those of car horns and train whistles.

The lens-less, open-eye protector popular in many racquet clubs today are in many cases, not much better than wearing no eye guard at all according to the Executive Fitness Newsletter. In racquetball, where 95 percent of the injuries are caused by the ball, the open-eye protectors have not stopped injuries. A prescription or nonprescription polycarbonate lens in front of the eye in a suitable frame has, in tests, withstood impacts well over 100 miles an hour.

Wearing vinyl, rubber or plastic garb while running, reports Running Times, knocks your body's thermostat out of kilter, prevents natural body cooling via sweat evaporation and can even result in death. The body temperature of a 21-year old Cincinnati runner, clad in a vinyl sauna suit, climbed to 106°. Heat stroke overcame and then killed the runner. "We have doggedly repeatedly our belief that the fabric a runner wears on his or her body in hot, humid, cold, wet or windy weather is not simply a matter of style or comfort, but is in some cases a matter of life and death," said the editors of Running Times.

Running in a new t-shirt or new shoes can irritate the skin. Similarly, running in previously worn shorts, shirts and socks can cause blisters as the salt perspiration that previously dried on the material is exposed to the skin.

Finally, when offering employees new fitness equipment and devices, the recreation professional or volunteer should research the pieces thoroughly and provide training to users to avoid any on-site injuries.

TEN SECRETS OF LONGEVITY

After 30 years of medical practice, the French doctor Hugues Destrem has written two popular books on health and longevity, Schez vous Soigner and Clen de la Longevite. In them, he has isolated ten keys for a longer and happier life, as reported by the National Association of Mature People.

1. PREVENTION. Routine preventative measures, from vitamins to seatbelts, show up regularly in the records of people who live to a ripe old age. Some chronic conditions may be controlled by regular medication and diet. They include diabetes, high blood pressure, gout and rheumatism.
2. EARLY DIAGNOSIS. Most cancers are curable if discovered and treated early, says the doctor. Regular health examinations will help discover symptoms in time to treat the disease effectively--often without surgery. A yearly doctor's examination will suffice to detect diabetes, high blood pressure, gout and many other problems in time to treat them before they cause damage.
3. MODERATION. Dr. Destrem believes more than half of a liter of wine a day constitutes a bad habit. He permits four or five cigarettes a day before he begins to frown. Other bad habits he cites are: overeating, sudden unaccustomed physical efforts, and abuse of medicines and drugs. "A cup of herb tea and an aspirin usually works just as well as a sleeping pill," he says.
4. AVOIDANCE OF WORRY AND STRESS. "If an illness doesn't yield to treatment," says the doctor, "it is usually because it is aggravated by worry. People who have problems they can't solve should at least try to put them in the back of their minds so they don't interfere with enjoyment of life."
5. GOOD FOOD. Things should not only taste good, but they should also conform to the usual classic definition of a good diet--milk, leafy vegetables, wholegrain breads, meat, and fruit.
6. EXERCISE. Good health cannot exist without movement. A sedentary life threatens the heart, muscles and nervous system. It helps to walk an hour a day, to shop, to clean house--but these are not enough. A brisk regular daily workout is essential.
7. AN ALERT MIND. Destrem says, "intellectual inactivity is to the spirit what physical inactivity is to the body--with the same overall disastrous consequences." It is important to take an interest in outside events--to read books, newspapers, watch television, talk to friends or attend lectures or classes.
8. SERENITY AND LOVE. Among the many ways Destrem cites for people to live in peace with themselves and others include: dabbling with hobbies, pursuing interests and not allowing oneself to be preoccupied by finances or small grievances.
9. A RICH SOCIAL LIFE. "Isolation or loneliness is one of the worst enemies of the third age," says Destrem. "It leads to the withering of intellectual, social and physical abilities."
10. A ZEST FOR LIFE. The love of life is instinctive, and just as important for older people as it is for the very young. No matter what happens, it is a sustaining dynamism that will carry one through life. It is better according to Destrem, than any medicine in the conquest of a long and successful life.

HOW TO KILL AN EMPLOYEE ASSOCIATION

Don't participate beyond paying your dues--let "them" handle things...then complain that members have no voice in management.

Decline all offices and committee appointments--you're too busy...then offer vociferous advice on how they should do things.

If appointed to a committee, don't work--it's a courtesy appointment...then complain because the organization has stagnated.

If you do attend management meetings, don't initiate new ideas...then you can play "Devil's Advocate" to those submitted by others.

Don't rush to pay your dues--they're too high anyway...then complain about poor financial management.

Don't encourage others to become members--that's selling...then complain that membership is not growing.

Don't read the mail from headquarters--it's not important...then complain that you're not kept informed.

Don't volunteer your talents--that's ego fulfillment...then complain that you're never asked; never appreciated.

And, if by chance, the organization grows in spite of your contributions...grasp every opportunity to tell the youngsters how tough it was; how hard you worked in the old days to bring the organization to its present level of success.

(Reprinted from the Journal of the Virginia Academy of Family Practice.)

FIT EMPLOYEES CAN TEACH EMPLOYEE DANCERCISE PROGRAMS

Corporations throughout the country are no longer relying on outside organizations to lead their in-house dancercise wellness programs. Thanks to the National Dance Instructor's Association in Minneapolis, companies can now enroll employees in a dancercise teacher training program and eliminate the high costs associated with hiring high-priced outside consultants or Dance-Exercise teachers. N.D.I.A.'s 2-day training program provides the prospective teacher with a pre-packaged curriculum, music and reference manual... absolutely everything needed to lead employee noon hour or after work dancercise classes. Training workshops are held in the Twin Cities plus over 30 other major cities in the U.S. each year. The fee is \$140.00 for the two-day training program. Self-Instructional video tapes are also available. For more information call Michael Wollman, Executive Director, (612) 340-1306, or write him at 1503 South Washington Avenue, Suite 208, Minneapolis, MN 55454.

THE BEAUTY OF A TREE

An excellent program for encouraging the planting of more trees can be offered employees. Trees contribute so much to the environment. Ornamental, fruit, shade and nut seedlings are available at low cost from tree nurseries and larger starters are also reasonable. Tree-planting allows your organization to promote both good business practices and important ecological concerns.

FAST FOOD: A QUICK ANSWER TO FOOD SERVING PROBLEMS

If you are staging an outdoor sports or theatrical event and want to serve everyone refreshments, consider the following:

A corporate softball league passed out one fast-food hamburger and a bag of potato chips to everyone entering the gate. Soft drinks were available in the stands.

A stamp club served roast beef sandwiches from a fast-food outlet at their meeting. The only preparation required was obtaining coolers for beer and soft drinks.

A company morning breakfast meeting purchased breakfasts-to-go from a popular food franchise for those in attendance. Only coffee had to be prepared by meeting planners.

One evening card club had a local super market send over pie a la mode. Again, only coffee and tea were prepared.

Chairpersons concerned with refreshments for a group contacted a restaurant once and a delicatessen another time for simple trays of foods and beverages. It saved much time and was less troublesome and costly. No china or glasses demanded washing, everything was served on disposable, plastic-coated cups and dishes.

SIMPLE AWARDS

There's nothing like a pat on the back. And there is no easier way to build morale among employees, offer the recognition someone deserves, or spread goodwill than to literally "frame" a back-pat.

Simple certificates of appreciation make any thank-you documented and remembered. Memorable awards for participants can be simple, inexpensive items that indicate their involvement: a name plate, pin, button or ribbon.

Praise produces pride, greater participation, and productivity. They are the four "p's" in the pod that spawns seeds for larger crops of cooperation, interests and profits.

FREE MONEY TIPS FOR OVERSEAS TRAVELERS

Stretching travel dollars will be an important consideration for millions of Americans who venture abroad this year. The common sense basics employed by regular world travelers can be helpful to old-timers as well as first-timers.

Some of the tips which seasoned veterans have relied upon for years are now compiled in an easy-to-read booklet, entitled "MONEY SENSE OVERSEAS." It is available free by mail.

Inflation, floating rates, and the general confusion which surrounds currency exchanging, make it more important than ever for the typical traveler to apply little extra care in managing money overseas. Ordinary "money sense" applied to buying, budgeting, carrying and converting foreign currencies can help make travel dollars go a lot farther. "MONEY SENSE OVERSEAS" explains some of the basics which are so often overlooked.

A comprehensive Travel Checklist and Tipping Guidelines are also included for the special benefit of first-time travelers. For a free copy of "MONEY SENSE OVERSEAS" send a #10 self-addressed, stamped envelope to: TRAVEL BOOKLET, 3602 W. Glen Branch, Peoria, IL 61614.



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June 1983

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WOMEN'S SPORTS PARTICIPATION GAP NARROWS, STUDY SHOWS

A new sports participation survey confirms what attentive observers already had begun to suspect: slightly more than one-half of the participants in several popular activities are women.

The fact that 95% of aerobic dancers are women is no surprise, but some of the results were less expected. In each of three sports--bicycling, bowling, and swimming--51% of the participants are women, and for exercise (includes calisthenics and exercise with various kinds of apparatus) the figure is 57%.

Women also are closing the participation gap in jogging/running and tennis, with 48% and 47% of the participants, respectively.

These are among the findings of the April-September 1982 Sports Census published by THE SPORTING GOODS DEALER earlier this year.

The census showed a 19.7% decline in tennis participation from the same period in 1981, and it indicated a 6.8% drop in the number of joggers/runners. There still are about 37 million joggers and runners in the United States.

The fastest-growing activity is aerobic dancing, which has 14.3 million practitioners, or 17% more than it had in 1981. The most popular activities still are swimming, bicycling, and exercise.

A Nielsen Study of participation trends over a 3-year period, 1979-82, also shows marked declines in the number of joggers/runners and tennis players. On the positive side, it shows dramatic growth of snow skiing, sailing, camping, and other outdoor-type activities.

COMPUTER-PHOBIA?

A fear of working with computers is responsible for a number of stress-related illnesses, ulcers and generally jittery nerves, according to the EXECUTIVE FITNESS NEWSLETTER. To ease managerial anxiety, the American Management Association counsels, "The computer is not here to take your job away; it's here to assist you to do better." The AMA also says that individuals do not necessarily have to be good at math to operate a computer, but being logical and systematic will help.

WORKING WITH VOLUNTEERS

Obtaining good volunteer help is important to any employee programming, yet retaining volunteers is even more crucial. While it is not wise to keep the same volunteers in the same position so that there is little opportunity for others to serve, individuals can always be elevated to the position of committee advisor so as to leave the door open for new leadership of that committee. New members of any group need to be placed as quickly as possible on some committee assignment. Volunteers will drop out of an activity or an assignment if they are not informed of their tasks and held responsible for its function. Following are some steps that may be taken to strengthen volunteer participation:

- Each committee should adopt guidelines of duties and a copy of past committee accomplishments, recommendations, budgets, purchases, timing, locations, etc.
- Committees should be as large as possible for the event or service assigned. Each committee member should have some specific function or functions to perform.
- A follow-up list of assignments should be maintained by the chairperson with a copy to the director, president, or staff person assisting the committee.
- When the assignment is not carried out, the chairperson should assign another committee member to assist in accomplishing the task. Total replacement of a volunteer may result in termination of all involvements. Face-saving is most important as some volunteers could be misplaced, not capable of the assignment or fail due to business or health reasons. All volunteers should be used somewhere--otherwise they feel they are useless and their generosity is not appreciated.
- Involvement of staff personnel is required, but caution must be exercised in the manner they serve. Too much involvement may intimidate a newcomer.

TAKING A BITE OUT OF CRIME

Because crime has become a major local and national problem, the quest for effective deterrents is paramount. The lack of funds for police and criminal justice systems to control or even reduce the rate of crimes committed daily has spawned citizens groups which assist police, especially in their own neighborhoods.

What can be done by neighborhood watch groups and how to do it are topics a program can explore for interested employees, run in conjunction with local police. Security courses, printed information and special lectures by crime experts can provide those in attendance with the information necessary to help combat the growing threat of crime.

DON'T EAT THE DAISIES

There are at least 700 species of plants grown in this country that are toxic and dangerous if consumed. They include commonplace growths like daffodils, buttercups, privet, sweet peas, azaleas, rhododendrons, oleander and many others. Just a tiny taste of some plants can be deadly. Whenever symptoms of poisoning appear, call the nearest poison control center, or your physician.

PLAN AHEAD

Now is the time to be planning services and activities for fall and winter. Each season ushers in a host of activities that are seasonal or attract greater participation and interest among employees. Preparation for these events should be started at least three to four months prior to the date selected. There are committees to appoint, schedules to be outlined, facilities to be secured or reserved, purchases and contracts to be made, as well as the all-important promotional aids to develop and produce.

In July and August, toys for Childrens' Christmas parties can be purchased on a hold-delivery basis at guaranteed prices that may not be available later. Autumn service or anniversary awards and programs should also be underway. And, winter activities and events may require early preparation in order to obtain facilities, instructors, speakers, coaches or travel accommodations. Winter months, for many employees, include vacation time or long holiday weekend excursions. Arrangements for specially priced tours and vacation accommodations for them need research, review, confirmations and certainly advance promotion.

Then there are community functions needing your cooperation such as United Way appeals, blood donor drives and many more which are necessary in various communities. All of these details take time to plan, so start early before it becomes too late. Success can only be had if plans and details are organized in advance without the deadline rush and panic that can damage any program or event.

THANK YOU FOR NOT SMOKING

A smoking ban in the workplace can result in savings of up to 75% in personnel costs, insurance premiums, maintenance charges, and other expenses, according to an article in Personnel Journal. Interior cleaning costs can be cut by up to 50%, health and fire insurance premiums can be 20% lower and disability and early retirement payments can be slashed by as much as 75%. Smokers are 6 times as likely to become disabled and retire early as non-smokers.

NATION'S FIRST SOURCE BOOK FOR CULTURAL AND SPORTS ACTIVITIES AVAILABLE IN JULY

The nation's first service providing information on major cultural and sports facilities and events in more than 50 U.S. cities will be available this summer. Called Arts & Sports USA, the service will give meeting and group travel planners information on more than 2,000 arts and sports facilities and thousands of events in theater, dance, music, art and sports.

Designed as a "one-stop shopping guide," Arts and Sports USA has emerged as a result of growing consumer interest in cultural activities and a need to provide efficient, economical access to information that serves the needs of meeting and group travel planners.

The Arts & Sports USA includes an annual facilities directory and gives group travel information and individual contacts for specific performance halls, museums, libraries and sports facilities. Information is provided on space available for receptions and meetings, group discounts, admission costs, tour bus parking, handicapped access and catering services. Three comparison forecasts of events give dates, ticket availability and reservation details for major exhibitions, concerts, plays, sports tournaments and events.

To order a copy of Arts & Sports USA send \$150 before July 15 or \$200 after that date to: Arts & Sports USA, 4550 Montgomery Ave., 606 N, Bethesda, MD 20814 or call 301/654-2092.

1983 NESRA-NRA RIFLE AND PISTOL MATCHES WINNERS ANNOUNCED

The NESRA-NRA (National Rifle Association) rifle and pistol competition consists of individual as well as 4-member team matches in the categories of .22 caliber rifle, .22 caliber pistol, 10 meter precision air rifle and 10 meter precision air pistol. The course of fire for .22 caliber rifle events is at 50 feet, individual matches require 10 shots prone and 10 shots standing and team matches involve 10 shots prone and 10 shots standing for each of the four team members. The course of fire for 10 meter precision air events is at 33 feet, 20 shots standing for rifle individual and team matches and 20 shots slow fire for pistol individual and team matches.

This year's winners are as follows:

<u>DIVISION</u>	<u>WINNER</u>	<u>SCORE</u>
.22 Caliber Rifle		
women:	Shirley M. Kulzer, 3M Company	196/200
open:	Bruce C. Farman, Puget Sound Naval Shipyard	198/200
team:	3M Company	779/800
	Ford Motor Company	779/800
.22 Caliber Pistol		
women:	Shirley M. Kulzer, 3M Company	174/200
open:	Norman Girardin, Pratt & Whitney	193/200
team:	Pratt & Whitney #1	733/800
10 Meter Air Rifle		
women:	Shirley M. Kulzer, 3M Company	190/200
open:	Bruce C. Farman, Puget Sound Naval Shipyard	193/200
team:	3M Company #1	745/800
10 Meter Air Pistol		
women:	Shirley M. Kulzer, 3M Company	176/200
open:	William Shope, Ford Motor Company	190/200
team:	Pratt & Whitney #1	752/800

TAKE ADVANTAGE OF SPECIAL TRAVEL OFFERS

The all-out effort to increase air and bus travel means reduced fares to many locations. In addition, many vacation attractions--hotels, motels, amusement parks and resorts--are joining air and bus lines in offering prices to attract vacationers hit by an economy that has depleted their leisure dollars.

By contacting local or NESRA chapter member travel agents, companies can provide their employees with an effective means of making their vacation dollars go a little further.

* WATCH FOR THE AUGUST ISSUES OF EMPLOYEE SERVICES MANAGEMENT AND
KEYNOTES FOR DETAILS ON NESRA'S NEW MEMBERSHIP DRIVE *



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July 1983

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EXECUTIVES SAY BUSINESS MEETINGS ARE 'A WASTE OF TIME'

Executives are attending more business meetings than ever before, but enjoying them less, according to a study conducted by Communispond, Inc. of 471 top level employees from some of the nation's leading corporations.

More than 70 percent of the respondents said that business meetings are "a waste of time" and 89 percent noted that meetings frequently fail because of a "lack of advance planning and organization."

Ted Fuller, Communispond's Senior Vice President, made the following suggestions as to how meetings could be made more effective and productive:

- Set a time limit. "It could just be a drawing of a clock face saying above it, 'This meeting ends at 11:00. '"
- Make somebody chairman. People want to know why they are at the meeting. The chairman should tell them and be in charge of making sure discussions do not get out of control.
- Prepare an agenda. If the meeting does not involve formal presentation, hand out an agenda.
- Prepare visuals. This can greatly reduce the amount of time necessary for a presentation. It can also greatly increase production.
- Record the meeting. Have someone take notes and prepare a summary.

EMPLOYMENT BARRIERS TO BE CRACKED UNDER JOB TRAINING PARTNERSHIP ACT

The Job Training Partnership Act (JTPA), which becomes effective on October 1, 1983, will provide job training and related assistance to economically disadvantaged individuals, dislocated workers, and others who face significant employment barriers. The ultimate goal of the Act is to move trainees into permanent, self-sustaining employment. Under the JTPA, many responsibilities formerly carried out by the federal government will be transferred to state and local governments. In addition, a new public/private partnership will be created to plan and design training programs.

CALLING IN FOR SICKNESS

The average employee calls in sick about three-and-a-half days a year. The main reason: respiratory ailments, such as colds. The second most frequent reason is injuries. Statistics show that average female employees lose more time than average male employees, while people over 45 lose less work time than their juniors.

PROPER NUTRITION IGNORED BY AMERICANS

Americans may be well aware of the value of proper nutrition and exercise, but do not incorporate them into daily life. This was the disturbing conclusion drawn from a study of residents in New Rochelle, New York, by the public relations firm of Rudder Finn & Rotman. Of moderate - and middle - income people surveyed, researchers found that those who are overweight do not follow an appropriate diet, those who believe exercise is important do not exercise regularly, and those who are most concerned about nutrition do not follow a more nutritious diet than those who are less concerned.

TEMPORARY POOL SAVES MONEY

"Permanent temporary employee" may sound like a contradiction in terms, but not to some employees of Texas American Bank (Fort Worth) reports Prentice-Hall in their February, 1983 Report Bulletin. The bank set up a pool of 16 employees who handle temporary assignments and fill in for regular full-time employees on an as-needed basis. Pool members were recruited through newspaper ads or were selected from among people who had previously worked as temporary employees for the bank.

Besides providing job opportunities for parents who can't or prefer not to work full-time, the pool has saved the bank thousands of dollars in contract labor costs and has developed into a prime source of full-time permanent employees.

According to Jeanne Thames, the pool's coordinator, "We can pick and choose who to put in temporary positions with the pool. We know more about the person than we could with an agency" Thames added. "We can use the temporary pool to find employees because we know their work habits and what type of employee they might make on a full-time basis. This is an advantage over hiring off the street."

Pool members must meet the same requirements as regular full-time employees, and must take the same skills tests and pass the same reference and credit checks.

AUCTIONS STIMULATE INTEREST

A surplus auction night with items from employees and merchants can relieve sellers of their unusables while allowing buyers to obtain valuable merchandise. A small amount of planning and organization is all that is required for this event. Items should be tagged and recorded prior to the activity. An auctioneer should run the event and may be easily obtained for a commission of merely 5 - 10% of all items sold. This novel activity can be both fun and profitable for all involved.

HOT WEATHER WORKOUTS

Hot, humid weather and strenuous physical activity don't always mix. So, to make summer safe and enjoyable, heed these tips from Dr. Michael Rolnick, director of the emergency department at Georgetown University Hospital in Washington, DC.

- Stay out of the sun and don't exercise during the heat of the day;
- Wear light-colored and lightweight clothing;
- Drink plenty of fluids, especially before exercising outdoors;
- Wear a hat in the sun;
- Adjust to the sun and heat gradually.

Too much heat affects people in different ways, said Dr. Rolnick, but common sense is the rule of thumb: "If you feel too hot, you probably are, and you should probably get out of the sun and into a cooler environment."

Heat cramps that develop in the stomach and muscles often result from too much outdoor exercise in high temperatures. Should that happen, stop your activity, rest and drink plenty of fluids.

Heat exhaustion develops when people are exposed to hot weather for a long time. Symptoms of heat exhaustion are very similar to flu symptoms - general lethargy, light-headedness, sweating and possibly a fainting spell. If you think you're suffering from heat exhaustion, you should get out of the sun, lie down and drink plenty of fluids to replace those lost by sweating.

Dr. Rolnick said that hyper-thermia - heat stroke - is more serious and requires immediate medical attention. Signs of heat stroke include a fever of 105°, confusion and clammy skin. (Good Health Digest, June, 1983)

DON'T LET A BARBECUE SPOIL YOUR OUTING

For those planning a barbecue, the National Safety Council says to set up the grill in an open area that is out of the traffic pattern, and to make sure the grill is sturdy and stable. After the charcoal lighter fluid has been added, ignite the charcoal with a long wooden match or by tossing a lighted match onto the charcoal. These simple steps aid in the enjoyment of a safe summer.

ON THE ROAD TO SLIMNESS

Those who travel often on business may have a tendency to return from trips with some extra, unplanned baggage - that is, poundage. These simple suggestions, as reported in the EXECUTIVE FITNESS NEWSLETTER offer a plan of action: The next time you are out of town, eat simple breakfasts; cereal is a good choice because it actually can cut the calorie tab while making you feel full. Second, a quick, 20-minute, in-room exercise session consisting of situps, pushups, and jumping jacks can be as beneficial as a two-mile run. Third, even if you merely have to make your way to the elevator after dinner, drink as though you had to drive.

DOES APPETITE INCREASE WITH EXERCISE?

A common misconception about the relationship between exercise and fat loss is the idea that appetite increases with exercise.

Dr. Jean Mayer, an internationally recognized nutrition and weight specialist, demonstrated in a classic study several years ago that a decrease in appetite occurs with moderate physical activity, defined as being one hour of daily exercise. The increase in metabolic rate, the rate at which energy is used during exercise, is one of the main causes of weight loss. Several studies indicate that metabolic rate remains high even hours following exercise.

The U.S. Sports Academy also reports of another study, which suggests that six hours after exercising, the body continues to burn more calories than if there had been no exercise. This fact alone would account for yearly weight loss of 4 to 5 pounds with daily exercise.

MUSIC PARTICIPATION

Some of the group activities most popular with employees are choruses, concert bands and orchestras. The secret of their success and sustained interest may well be attributed to the choice of a director.

Again, like other employee activities offered, the director's objective should be one of involving many participants with less attention directed toward perfection. The program should first be considered for its recreational appeal and secondly, for its educational value.

NEW HUMAN RESOURCES CATALOG NOW AVAILABLE

A comprehensive, new, 32-page catalog of publications in the human resources field is now available free. This catalog contains descriptions of 80 books/programs, including pay survey reports and other pay and benefits administration publications, as well as personnel administration, recruitment/selection/employment, and safety/security/loss prevention publications.

Copies of this new catalog are available without charge from Abbott, Langer & Associates, 548 First Street, Crete, IL 60417.

EDUCATING EMPLOYEES

The impact of visuals on learning cannot be denied. And what a better way to educate employees than through films and video cassettes.

Universities and libraries have large assortments of visual educational aids which can be rented for employee viewing. A recent glance at one university's rental films list revealed such titles as: "Business - What It's All About," "Communicating Effectively," "A Computer Glossary," "Consumer Power: Credit," "English on the Job: Reading Skills," "How to Conduct a Meeting," "Insurance - What it's All About," "Many Hear - Some Listen," "Office Practice: Your Attitude," "People in Management," "Reporting and Briefing," and "A Call for Success."



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August 1983

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PROPOSED BILL THREATENS RECREATION PROGRAMS

Tax deductions will be severely limited for on-site recreation facilities if a bill recently introduced to the House Ways and Means Sub-committee on Select Revenue Measures is approved by Congress.

Called the "Permanent Tax Treatment Fringe Benefits Act of 1983," the bill, introduced by Representatives Pete Stark (D-California) and Barber Conable (R-New York), holds that no deduction will be allowed to companies for expenses attributable to their recreation facility and otherwise deductible as trade or business expenses. Only if employers charge employees or others a fee to use the facilities can deductions be taken, and then only up to the amount of the fees reduced by tax, interest and other deductions not affected by the provision. The deduction limitation would not apply to the employer only if employees report the benefit as taxable income.

"Essentially, this bill discourages companies in their attempts to reduce medical costs and employee absenteeism and increase productivity by creating a healthier workforce," said Patrick Stinson, NESRA Executive Director. "On one hand, Congress is urging the private sector to contribute toward greater productivity in this country. On the other hand, they're making them pay for it."

"Employees get no monetary benefits from a fitness program," said John Bunt, Manager of Mesa Petroleum Company's Tax Department. "Fitness programs deliver intangible benefits, which do not further individual's economic well-being. Unlike the employee discounts on employer-produced goods or no-additional cost services such as free air travel for airline employees that are considered non-taxable by this bill, the benefits of recreation facilities and fitness programs are not convertible to cash figures."

NESRA will be taking a strong stand against this bill and requests the support of all individuals involved in the field of employee services and recreation. NESRA members are encouraged to write to the members of the sub-committee studying this bill as well as their own congressmen, urging them to work against H.R. 3525, "Permanent Tax Treatment of Fringe Benefits Act of 1983." Members of the sub-committee include: (chairman) Pete Stark (D-California), Cecil Heftel (D-Hawaii), Frank Guarini (D-New Jersey), Ronny Flippo (D-Alabama), Byron Dorgan (D-North Dakota), Barbara Kennelli (D-Connecticut), Ed Jenkins (D-Georgia), John Dunkin (R-Tennessee), Richard Schulze (R-Pennsylvania), Guy Van Der Jagt (R-Michigan) and W. Henson Moore (R-Louisiana). Correspondence should be sent to the Representatives, using the title "The Honorable...", House of Representatives, Washington, D.C., 20515.

Congress must be informed of productivity that companies and this country alike realize from on-site recreation facilities and the threat this bill poses to the dream of a healthy workforce. Copies of all letters to Congress should be sent to NESRA Headquarters, 2400 S. Downing, Westchester, IL 60153.

EMPLOYEE-VOLUNTEERS GAIN GRANTS

Under a Volunteer Incentive Program, employees of RCA (New York City) and its subsidiaries can earn grants of \$100 to \$1,000 for the nonprofit organizations for which they do volunteer work.

To receive a grant for their organization, employees who have volunteered at least one year of service to an agency in their community must submit a form describing their service organization and project, according to Wesley J. Streater, RCA's director of community relations.

A five-member committee, drawn from around the company, reviews applications, selects awardees, and determines grant amounts. A formal check presentation ceremony for awardees, their co-workers, and representatives of the community agencies is held and photographs of the event are prominently displayed on bulletin boards and in company newsletters.

Award recipients have included a museum, a local block association, a volunteer ambulance service, and a non-commercial theater group.

Naturally, the company wins, too. By being a "good neighbor" and supporting civic, cultural, and other non-profit institutions, it has helped improve the quality of life in its locale and heightened its image before the public and its employees.

HAVING CAKE...AND EATING IT, TOO

Can an organization have its cake and eat it too? Certainly -- by sponsoring a company bake sale.

Bake sales conducted before work, during the lunch hours, on work breaks and even after work are well-accepted and profitable in companies all across the country. For something different, a holiday bake sale event held in the evening can be combined with cake decorating and baking demonstrations or used to supply the refreshments for club meetings.

As a result of the bake sale, employees can swap recipes or publish a recipe book which can be sold for additional profit.

MEDICAL ADVICE FOR INTERNATIONAL TRAVELERS

For anyone preparing to go overseas, Health Information for International Travel (\$4.75) is a great primer. It identifies required vaccines for visitors to any country, explains various diseases common to international travel, discusses alternative drugs for these ailments, and provides a potpourri of health hints for travelers. Produced by the Department of Health and Human Services' Public Health Service Centers for Disease Control, it is available from: Superintendent of Documents, GPO, Washington, D.C. 20402 or (202) 783-3238.

* NESRA HAS MOVED...OUR NEW ADDRESS IS 2400 S. Downing, Westchester, IL 60153.
PHONE: (312) 562-8130. *

TAKE OFF WITH NESRA

NEW MEMBERSHIP CONTEST

September 1, 1983 thru December 31, 1983

AND LAND YOURSELF

A GREAT PRIZE, TOO....

GRAND PRIZE



On the wings of Nesra membership, and in the cabin of **ALIA**, the **ROYAL JORDANIAN AIRLINE**, you can soar to sights never before imagined: Vienna and Salzburg, Austria-- the festive Europe. Round-trip air transportation between New York and Vienna and seven nights first-class accommodations for two in Austria's cities that inspired so many sounds of music make Europe only a new member away. Compliments of **AUSTRIAN NATIONAL TOURIST OFFICE**.

2 PRIZE



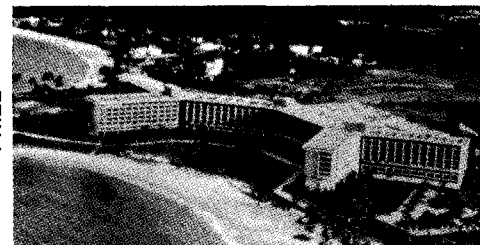
Fly away to beautiful Bermuda. Two round-trip airline tickets will show you why Bermuda is another world, compliments of **BERMUDA TRAVEL PLANNERS, Ltd.**

1 PRIZE



A complete vacation to a destination of your choice, compliments of **EASTERN AIRLINES** and **STOUFFER HOTELS**. Imagine seven days and six nights at Stouffer's beautiful Pinelisle Resort in Lake Lanier, Georgia or a private suite, complete with hot tub, at The Cottonwoods, a new resort in Scottsdale, Arizona or stay in the capital city---Washington D.C. or any one of 21 other Stouffer cities.

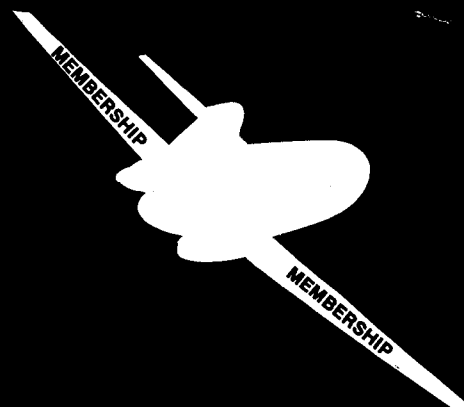
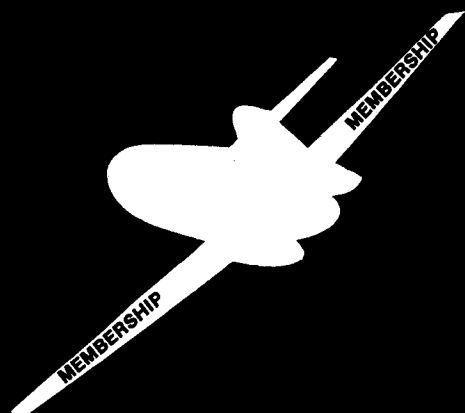
3 PRIZE



Escape to a splash of the good life in Puerto Rico. Eight days and seven nights at the **CERROMAR BEACH HOTEL** are yours and a guest's---all to let you discover paradise at Cerromar Beach. Compliments of **REGENT INTERNATIONAL HOTELS**.

OR....ONE OF THESE FANTASTIC PRIZES

- Six tropical nights in Hawaii... three nights accommodations at the **WESTIN ILIKAI**, Honolulu and three nights at the **WESTIN WAILEA BEACH** on the island of Maui for two persons.
- Accommodations for five days/four nights at any **HILTON INN** in the Orlando/Kissimmee area, for two.
- A week of fun for two at the **BEACH CLUB HOTEL** in Ft. Lauderdale, Florida.
- A three day, two night stay for two persons at **HARRAH'S MARINA HOTEL CASINO** in Atlantic City.
- A five day/four night stay for two at **DISNEYLAND PARK** in California or **WALT DISNEY WORLD VACATION KINGDOM**, park admission included.
- A \$400.00 pair of yellow gold, diamond stud earrings from **HALLMARK JEWELRY**.
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- An Atari video system, courtesy of **NAMCO**.
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- Each individual enlisting a new member between September 1, 1983 and December 31, 1983 will receive a small memento--NESRA's way of saying THANKS for your support!



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September 1, 1983 thru December 31, 1983

RULES

- ★ The top three prizes will be awarded to the individuals securing the most new NESRA general and/or organization chapter memberships. The remainder of the prizes will be awarded through a random draw. Contest entrants are automatically entered in the draw each time they enlist a new NESRA member. Bringing in 50 new members means 50 chances to win! Only one prize per individual.
- ★ NESRA associate members are ineligible for the grand prize or the top three prizes. They are entered for the prizes in the draw ONLY.
- ★ The NESRA membership committee will conduct the random draw on January 27, 1984 from among all memberships received by the closing date. Their decisions are final. Verification of qualifying memberships will be under the supervision of NESRA Headquarters.
- ★ The membership contest is open to all current NESRA members, except employees of NESRA Headquarters and its affiliates or advertising agencies. All taxes are the sole responsibility of the individual winners. By entry, winners consent to full commercial use of their names and photographs without further compensation.
- ★ All entries must be postmarked between September 1, 1983 and December 31, 1983.
- ★ Membership will not be accepted or acknowledged without full remittance of the 1984 annual dues.
- ★ All vacation packages will be awarded according to the contest rules. Other expenses incurred are the responsibility of the winners. **VOID WHERE PROHIBITED BY LAW.**
- ★ All entries must be completed on the official entry blank below. Please duplicate as necessary.

NEW MEMBERSHIP FORM

OFFICIAL ENTRY BLANK

NEW MEMBER:

NAME: _____
TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ ST _____ ZIP _____
PHONE _____
NUMBER OF EMPLOYEES _____
TYPE OF PRODUCT OR SERVICE _____

☐ GENERAL \$55.00 PER YEAR

☐ CHAPTER _____

(SPELL OUT NAME PLEASE)

If general, are you interested in forming a chapter in your area? _____

REFERRED BY:

NAME: _____
TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ ST _____ ZIP _____
PHONE _____

Mail completed form with check to:

NESRA HEADQUARTERS
2400 S. DOWNING AVENUE
WESTCHESTER, IL. 60153

HEALTHY, WEALTHY AND WISE

"We pay our employees for being well, not for being sick," says David C. Kelley, Director of Human Resources and Legal Counsel for Vita-Fresh, a young vitamin company with approximately 200 employees.

In a recent article in Personnel Advisory Bulletin, Kelley explained: "At the end of every month, any employee who has not been off work receives an extra full day's pay. Thus, the person who goes an entire year without losing a day for illness gets 12 full days of bonus wages. Of course, those who don't come to work because of sickness receive no pay for time off the job. However, they have the opportunity to make up for their lost pay in the months ahead."

Vita-Fresh officials believe the advantages of the Stay-Well Program outweighs its costs because they eliminate the incentive of "sick pay." All employees fully understand the plan and know the consequences of staying away from work and, for the most part, the program has proved to be quite popular. While there may be occasional grumbling when a person is ill, it is minimal, because the employee is able to recover lost pay in the ensuing months.

During the course of a year, management has found that 12 days of extra pay, instead of five or six days of paid sick leave, puts employees far ahead.

TEN WAYS TO STAY IN CHARGE OF A MEETING

1. Develop an agenda.
2. Distribute the agenda in advance.
3. Set time limits.
4. Use the agenda.
5. Encourage problem-solving behavior.
6. Prevent domination or withdrawal.
7. Defuse conflicts.
8. Be explicit about future actions.
9. End the meeting with minutes and other appropriate documents.

(International Festivals Association)

A TASTE OF THE ARTS

If all the world is a stage, its players should learn more about it. Educational sessions acquainting employees with the performing arts -- theater, dance, music -- may cultivate once-hidden interests.

Theater critics from local newspapers or television stations, dance troupes, concert groups, musicians in local orchestras and actors from live theater can serve as perfect hosts to the world of the arts. Actual performances by the musician or actors would, not doubt, enhance any familiarization program.

TIPS FOR NEWSLETTER EDITORS

Editing the employee newsletter is the responsibility of many employee services and recreation directors. Following are some tips to assist the editor in his or her production:

- Write other NESRA member companies that publish employee newsletters and ask for a copy of their publication. You can never have enough ideas.
- Enroll in an evening journalism class at a nearby university or business college.
- Talk with other newsletter editors; insights in newsletter production can be gained through their knowledge and experience.
- Write to Promotional Perspectives, 450 S. Main St., P.O. Box 7341, Ann Arbor, Michigan 48107. They conduct courses covering newsletter editing, design, and production. The minimum tuition fee is \$175 per person.
- Seek advice from your own Public Relations department, or an outside Public Relations agency who may review and offer their assistance for a small fee.

THE HUMAN BODY: A GOLD MINE OF MATERIALS

A human body (of 154 pounds) usually contains \$525 worth of cholesterol, \$739.50 of fibrinogen, \$2,550 of hemoglobin, \$4,819.50 of albumin, \$30,600 each of prothrombin and IgG, and \$100,000 of myoglobin, according to a report in the New England Journal of Medicine. And to think, we heard we were just a few bucks' worth of chemicals.

"NEW WORK SCHEDULES IN PRACTICE" OFFERS WAYS TO MANAGE TIME

In the United States today, almost 10 million full-time workers enjoy flexible work schedules and compressed workweeks, and an additional 12 million workers hold voluntary, permanent part-time jobs.

What is happening to the traditional nine-to-five day and forty-hour week? New Work Schedules In Practice by Stanley D. Nollen, Ph.D., of the Graduate School of Business at the University of Chicago, answers this question and others in an analytic look at the imaginative new work schedules devised by organizations to meet the needs of a changing society and a changing work force.

Detailed case studies indicate how leading work organizations here and abroad, in the private and in the public sector, have altered work schedules to achieve maximum benefits for both organization and workers.

Extensive information based on successful programs currently in use -- in large companies such as Hewlett-Packard, Corning Glass, Shell Canada, and United Airlines and in smaller companies, such as Pedigree Pet Foods, Ltd., Sercel, Physio-Contro, and several West German manufacturing plants -- will help your own organization plan and manage changes in time schedules.

New Work Schedules in Practice (\$18.95, Van Nostrand Reinhold) is available for a free 15-day examination. Send name and address to Van Nostrand Reinhold, Mail Order Service, 7625 Empire Drive, Florence, KY 41042.



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HIRING OLDER WORKERS WILL BE A MUST BY YEAR 2000

Demographers note that by the end of the century there will be a significant shortage of younger workers, the result of the baby boom of the 1960s followed by a declining birth-rate. Some projections see a labor force of 60% older workers by the year 2000, compared to 13% today.

Older workers are already filling a demand for experienced personnel, reports the American Association of Retired Persons. They were helped into their jobs by the passage in 1967 of the Age Discrimination in Employment Act. As amended in 1978, ADEA bans mandatory retirement at any age for most federal workers and before age 70 by private sector and state and local employees. Representative Claude Pepper (D-Florida) is seeking to amend ADEA to wipe out mandatory retirement completely.

With a skilled worker shortage predicted for the near future, companies might want to encourage employees to work longer. Few, however, appear to be doing so now.

Also important to the older worker is the concept of phased retirement, which is more common in Europe than the U.S., according to the National Council for Alternative Work Patterns. Older workers ease into retirement by working fewer days per week.

WHO ARE THE HEALTHIEST WOMEN?

The healthiest women tend to be married and involved in careers. According to a recent survey by the National Institute of Mental Health, employed women are healthier and less frequently disabled than homemakers.

EMPLOYMENT EDGING UPWARD

There's more to the Labor Department's monthly employment statistics report than the overall jobless rate spotlighted by the media, reports Nation's Business. Total industrial employment, manufacturing hours worked and manufacturing overtime are all edging upward -- more strong signal of recovery taking hold.

Increasing overtime is often a prelude to hiring more full-time workers as companies find they cannot meet orders merely by stretching employees' work hours.

NESRA REGIONAL CONFERENCES SLATED FOR FALL

NESRA regional conferences, the local meetings at which attendees can learn from the experts and exchange information with their peers, are "too good to pass up," according to NESRA President Stephen Edgerton, CESRA. Citing their substantial opportunities for active participation, Edgerton said the regional conferences provide participants a chance to experience the benefits of a national convention -- personal and professional growth -- without extensive travel.

Following is a list of the upcoming NESRA regional conferences:

Region I (East)	October 20-22, 1983 Marriott Thruway Hotel Rochester, New York
Region IV (South)	September 29-30, 1983 Jekyll Island Hilton Inn Jekyll Island, Georgia
Region V (Northwest)	October 14-15, 1983 Minneapolis Hilton Inn Minneapolis, Minnesota
Region VI (Southwest)	October 13-15, 1983 Sheraton Park Central Hotel Dallas, Texas
Region VII (West)	September 9-11, 1983 Sheraton Harbor Island San Diego, California

A PUZZLING TOURNAMENT

The nation's first open crossword puzzle championship, held last summer and sponsored by Games magazine, drew contestants from 25 states, the District of Columbia and Canada. The winner, a Wall Street bond analyst, received \$1,500, two dictionaries and a pencil that matched his 5'9" height.

With so many people interested in crossword puzzles, companies may find this to be a popular employee tournament and a diversion from the traditional golf and softball contests.

Games is published by Playboy Enterprises, Inc., 919 N. Michigan Avenue, Chicago, Illinois 60611. The publication covers a wide variety of games including crossword puzzles, jigsaws, mazes, video games and more.

WORK HURTS

The trunk leads the rest of the body by far in the area of parts injured in industrial accidents, at 29 percent. According to the National Safety Council, fingers come in second, involving 15 percent of employee injuries; legs, 13 percent; arms and general injuries tie at nine percent; hands, seven percent; the head, six percent; and the eyes and feet tie at five percent. Surprisingly, toes are only "stepped on" two percent of the time.

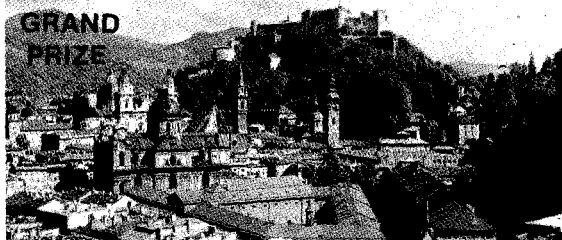
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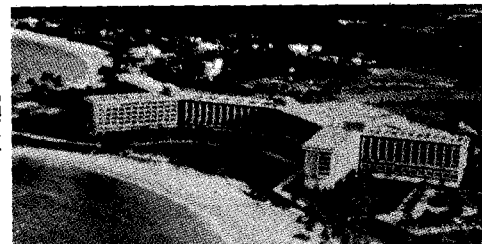


EASTERN
America's favorite way to fly.



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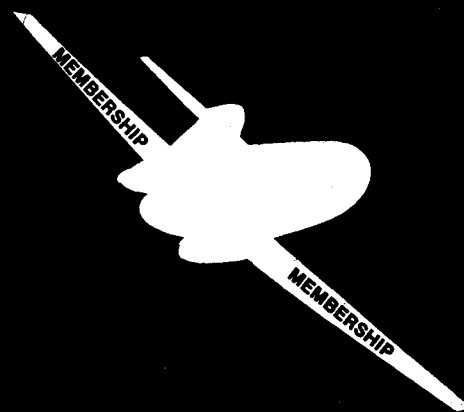
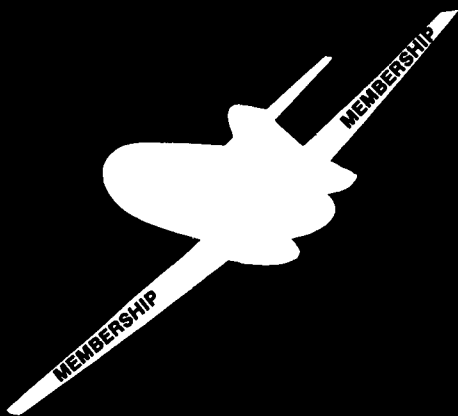
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NEW MEMBER:

NAME: _____
TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ ST _____ ZIP _____
PHONE _____
NUMBER OF EMPLOYEES _____
TYPE OF PRODUCT OR SERVICE _____

☐ GENERAL \$55.00 PER YEAR

☐ CHAPTER _____

(SPELL OUT NAME PLEASE)

If general, are you interested in forming a chapter in your area? _____

REFERRED BY:

NAME: _____
TITLE _____
COMPANY _____
ADDRESS _____
CITY _____ ST _____ ZIP _____
PHONE _____

Mail completed form with check to:

NESRA HEADQUARTERS
2400 S. DOWNING AVENUE
WESTCHESTER, IL. 60153

PROFESSIONAL ETHICS

All professionals, be they doctors, lawyers or employee services directors, must adhere to some code of professional ethics.

The director who is on the take for personal favors, percentage kick-backs or gifts, is a disgrace to his or her profession. The people they serve or work with eventually learn of the unethical practices and lose respect for the dishonest individual.

Not only do people associate ethics with individuals, they also look at organizations, companies and vendors in the same light. In any professional organization, a code of ethics is a requirement. To overlook unethical practices by any individual demeans the entire profession and creates an attitude of mistrust that may well permeate the rest of the organization.

To respect the personal and professional dignity of other members of an employee association or company is to act and carry out one's duties in a manner that reflects the highest standards of the human resource management field. Employee services managers or volunteers should never use the association or department they represent for unethical personal or financial gains. Such actions place the individual in an obligatory position and encourage ongoing practices which only result in disgrace, mistrust and a lack of self-respect.

CAMPING IN AMERICA'S PLAYGROUNDS

Family camping in the U.S. national parks is a national tradition, with more than 11 million overnight campouts in the parks each year. Campers are drawn by the parks' scenic beauty, opportunities for outdoor recreation and historical, cultural and scientific sites of interest.

Entrance fees and recreation use fees may be charged at some parks. They can range from \$1 to \$3 for entrance, and \$3 to \$8 for a campsite per night.

Most campsites in the parks are available on a first-come, first-serve basis and cannot be reserved. Reservations can, however, be made at some boat-access campgrounds and some concession-operated campgrounds. Parks that don't have camping facilities usually have privately-owned and state campgrounds nearby.

Besides the freedom, family fun and outdoor pleasures of camping itself, the national parks provide for all sorts of outdoor activities, including swimming, fishing, boating, hiking, horseback riding, bicycling and nature photography. Many historical and cultural national park areas have museums, tours of notable sites and living history programs for the entire family to enjoy.

All the national parks and the facilities they offer are listed in "Guide & Map: National Parks in the United States" (stock number 024-005-00771-7), available for \$2.25 from the U.S. Government Printing Office.

For more information on camping in the national parks, GPO sells a booklet titled, "Camping in the National Park System" (stock number 024-005-00846-2) for \$3.50. For either booklet, write to: U.S. Government Printing Office, Superintendent of Documents, Washington, D.C. 20402.

NATIONAL SAFETY COUNCIL OFFERS PLAYING CARDS WITH FIRST-AID REFERENCES

A deck of playing cards might save your life, says the National Safety Council.

The Council is offering a standard deck of 52 cards with two Joker index cards, which contain life-saving first-aid information printed as well as the card identification.

The first-aid information includes instructions and tips on such emergency responses as heart attack, choking, shock, heat exhaustion, spine or neck injuries, electric shock, poisoning, head injury, burns, stroke, bleeding and hypothermia.

The Council points out that knowing what to do in the moments after someone suffers a heart attack, poisoning, electric shock or other medical emergency can save a life and action taken immediately and before medical aid arrives can minimize a potentially serious injury and reduce the recuperative time off the job.

The "First-Aid Reference and Playing Cards" develop safety consciousness among employees, friends and family members. Free information can be obtained by writing to the National Safety Council, P.O. Box 11933, Chicago, Illinois 60611.

ASSESSING EMPLOYEE PERFORMANCE

With comprehensive advice on ways to assess employees accurately in all situations -- whether hiring, supervising, or promoting -- How to Evaluate People in Business by Charles A. Dailey and Ann M. Madsen shows that managers can improve their operations by improving the way they judge people (McGraw-Hill, 225 pages, paperback, \$9.95).

Subtitled The Track-Record Method of Making Correct Judgments, this authoritative work argues that employees must be evaluated on the basis of the documented results of their past performances, not by such standards as good conduct and adherence to insignificant rules, political pull within the company, or an agreeable and affable personality.

Thought-provoking in their approach, the authors expose serious weaknesses in such widespread practices as performance ratings (which are largely useless), hiring interviews (which often produce inaccurate results and can be legally hazardous), and out-moded promotion criteria (which tend to be either bureaucratic, political or frivolous).

Dailey and Madsen offer sound, practical recommendations and specific projects for improving a wide range of business activities. They show how to write a factual, accurate account of an employee's performance, covering either a short or a long time span. They describe how to replace the traditional hiring interview with a more effective track-records inquiry. They show a manager how to judge his or her own potential and worth -- and give suggestions for rebuttal to unjust criticism from superiors.

Charles A. Dailey, Ph.D., was formerly the director of management development at Interstate Brands Corporation and a professor at Dartmouth College. Currently advisor to U.S. and Western Europe corporations on problems of key personnel, he is also the author of Entrepreneurial Management. Ann M. Madsen conducted the innovative research upon which this book is based.



KEYNOTES

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October 1983

Volume 13, No. 10

MIDDLE MANAGERS IMMUNE FROM EXECUTIVE-HIRING SURGE

Middle Managers have yet to participate in the executive-hiring surge, reports the Wall Street Journal.

The Association of Executive Search Consultants says 64 percent of the 49 large companies it surveyed do not plan to hire middle managers in the near future. Boyden Co., a New York recruiter, agrees there isn't any hiring action in the \$40,000 a year range. But hiring of executives earning over \$75,000 jumped 38 percent in this year's third quarter from last year, says recruiter Korn/Ferry.

However, Korn/Ferry warns that this top-level executive hiring surge is only temporary. Heidricks & Struggles, a Chicago-based firm, predicts that overall demand will begin to level off for the rest of this year. Similarly, New York recruiter Lamalie Associates says executive demand fell 16 percent in the third quarter, after a 58 percent second-quarter rise.

Boyden, however, sees one sign of expansion plans: a swing toward hiring marketing people and away from hiring financial executives.

EMPLOYEE GRAPEVINE CAN BE USEFUL

The employee grapevine growing in the company workplace isn't all bad, says the Administrative Management Society. Managers can use the communication source to their advantage by feeding accurate information into it to lessen fear and insecurity during times of change. Once the starting points are determined, managers can feed their information through the system. It's also good for hearing back what the reactions are, since the grapevine is usually faster than a speeding bullet.

CAREER BLUES

A year of depression often follows a job change, even one for the better, finds the Cambridge Associates. It seems that any significant career shift can result in feelings of loss and rootlessness, and anxiety about future success.

ORGANIZING AN EFFECTIVE EMPLOYEE BLOOD PROGRAM

Connecticut is one of the few states to offer a "no fee" program for hospitals needing blood. Yet, in order for the state to maintain this kind of service, adequate blood supplies are in constant demand. Various Red Cross facilities target large industries, churches, schools and related community organizations to become a vital part of their appeal.

Avco Lycoming Division, in Stratford, Connecticut, sponsors three Bloodmobile visits per year and has been part of the Stratford Red Cross effort for 30 years. The company holds a national record for blood donations with the 863 pint total collected during a 12 hour visit in April of 1968.

The steps to sponsor a successful employee blood program are quite simple, and the results of this community activity can be fulfilling in many ways.

1. **CONTACT YOUR LOCAL AMERICAN RED CROSS.** Every state has a centrally located division of the American Red Cross. Once you locate a chapter and become a part of the Red Cross Program, you can gain expert assistance as you develop an employee blood program.
2. **ESTABLISH A DATE, TIME AND FACILITY TO HOLD THE BLOOD DRIVE.** Your contact with the Red Cross will help establish a date, time and location for a visit. Ideally, the blood drive should be stationed on company grounds to minimize your organizational efforts. Blood donor scheduling can be more effective and excessive time lost from the job will be eliminated.
3. **ORGANIZE DONOR SCHEDULES.** After you have established a date for the visit, begin organizing a schedule for potential donors. If scheduling is handled properly, the flow of donors will be consistent and time lost from work easily controlled. These factors should impress supervisory personnel whose support is important.

Avco Lycoming's Data Center prepares cards that announce the location, date and times for the visit. The cards are individually personalized with the employee name, department and clock number. A blank space is left open for department phone extension, supervisor, and appointment time. These cards are distributed to every employee through the payroll system so that approximately one month prior to the visit, employees receive a Red Cross Blood Donor Card. Supervisory personnel should encourage participation and interested employees return the cards to the Employee Services Office.

Approximately two weeks prior to the visit, a schedule is made with the assistance of the Red Cross Chapter. Employees are scheduled in groups at a specified time according to the facility size and amount of equipment available. Lycoming schedules groups of 13 employee per fifteen minute intervals. After scheduling has been completed, employees are notified of appointment times through the redistribution of blood donor cards.

4. **PROMOTE AND ADVERTISE THE EVENT.** Promotional efforts are extremely important for a successful program. The Red Cross provides posters and appeal letters for bulletin boards, public address systems and company newspapers.

At Lycoming, employees are actually the best promotional force. The word-of-mouth approach is a more personal manner. What better appeal than to ask a potential donor to help the family member or friend of an employee.

Lycoming sets up two in-house telephones right at the Bloodmobile and contacts potential donors throughout the day, reminding them to keep their appointments. This procedure helps to maintain the flow of donors and promote the program by urging donors to bring a friend along who can help the cause.

5. RECRUIT IN-HOUSE AND RED CROSS VOLUNTEERS. The Red Cross will provide all necessary personnel to run the blood drive. A group of professional nurses and Red Cross volunteers assure that all medical and safety requirements are met. The Stratford Red Cross supplies over 70 volunteer senior citizens and high school students per visit.

The in-house personnel responsible for the operation of the blood drive are vital to the program. The Employee Services Department is in charge of the program at Lycoming and depends heavily on the assistance of the company newsletter editor, photographers, janitors, security guards, telephone operators and in-house medical staff.

6. RECOGNIZE PARTICIPATING EMPLOYEES. Follow-up activities assure the continued success of blood bank programs. At Lycoming, newsletter articles, bulletin board notices and General Manager recognition letters are all a part of the program. Lycoming gives all participating employees blood donor pins and bumper stickers, welcomes first time donors, and congratulates "gallon pin" recipients.

Employee recognition is what makes the blood program so worthwhile. Employees feel good about the industry they work for, the community they live in, and most important, about themselves.

Everything about this type of community service is positive, especially in the reflection it has on your employees, your industry and your community.

(by Beverly DeMatteo, Coordinator, Employee Services, Avco Lycoming Division)

PROMOTING YOUR COMPANY IN NESRA'S COMPANY

The National Employee Services and Recreation Association is known by the companies it keeps -- year after year. Nearly 2,500 members represent the 42-year old NESRA.

Frequently, NESRA's official publication, Employee Services Management, carries an ad promoting membership in the organization. "Know us by the companies we keep" is a full-page ad featuring the logos of NESRA's member companies. Your company logo is welcome; its placement in the ad announces to all ESM readers your company's commitment to its employees.

Send your black and white logo, with permission to reprint it in the ad from your corporate general manager or public relations director, to Kimberly Thomas, Director of Communications, NESRA, 2400 S. Downing, Westchester, IL 60153.

NESRA 1984 REGIONAL DIRECTORS

Regional directors for seven of NESRA's ten regions have recently been elected. These directors represent their region's membership on the association's board of directors. Because of the smaller number of members in NESRA's regions VIII (Canada), IX (Latin America) and X (International), regional directors will be appointed by the board.

Region I (East)	Frank DeLuca Avco Lycoming Division 550 S. Main Street Stratford, CT 06497 213/385-3005
Region II (Mid-East)	Randy Schools National Institutes of Health 9000 Wisconsin Avenue Building 31-1A-17 Bethesda, MD 20014 301/496-6061
Region III (Midwest)	Peggy Vicik Comdisco, Inc. 6400 Shafer Court Rosemont, IL 60018 312/698-3000
Region IV (South)	Col. Raymond LaPierre U.S. Air Force Morale, Welfare & Rec. Division 31CSG/SS Homestead AFB, FL 33039 305/257-8405
Region V (Northwest)	Rebecca Gregory Rockwell International 400 Collins Road, N.E. 126-203 Cedar Rapids, IA 52402 319/395-3521
Region VI (Southwest)	Walt Arnason Storage Technology Corp. 2270 S. 88th Street M/D RA Louisville, CO 80227 303/673-4267
Region VII (West)	Brooks Vinson Jet Propulsion Laboratory 4800 Oak Grove Drive Pasadena, CA 91109 213/354-5367



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FRINGE BENEFITS ACT AMENDED

Employers will be denied tax deductions for the operating costs of on-premises recreation/fitness facilities ONLY IF they are provided to employees on a discriminatory basis, under the newly amended Permanent Tax Treatment of Fringe Benefits Act of 1983 recently approved by a House Ways and Means subcommittee.

Companies that extend on-site facility privileges exclusively to officers, owners or highly compensated employees will be required to pay taxes on the operating costs of the facility.

In a recent correspondence to the Illinois Park and Recreation Association, Dan Rostenkowski, chairman of the Subcommittee on Select Revenue Measures that recently approved the amended bill, noted the new amendment of H.R. 3525 basically reverts to the present tax law treatment of employers' recreation facilities, and retains the income exclusion for employees.

Under current law, many fringe benefits would become taxable at the end of this year when an existing moratorium prohibiting the IRS from regulating nonstatutory fringe benefits expires. H.R. 3525 would establish permanent fringe benefit taxation rules.

By approving the fringe benefit act, the House Ways and Means Committee's Subcommittee on Select Revenue Measures supports tax exemptions for a wide range of employee fringe benefits ranging from parking and airline passes to tuition, providing that these benefits are available to all employees. The Fringe Benefits Act includes provisions that the employee discounts on retail merchandise would be limited to the employer's cost; employee discounts on retail merchandise for employer-provided services would be limited to 20 percent; and reciprocal benefits arrangements must be in writing and limited to the employer's "line of business."

"The amended legislation discourages discrimination in the areas of employee benefits and services," said Patrick Stinson, executive director of the National Employee Services and Recreation Association, "a belief on target with NESRA's own long-held philosophy of equal treatment for all workers under employee services policies."

WHO'S HAPPIER IN THEIR WORK?

Because the Japanese economy is incredibly productive, Japanese workers are thought to love their jobs more than workers in other parts of the world.

Not so, concludes a new survey of Japanese and American workers conducted by a team of Indiana University researchers who interviewed 7,187 workers in Indianapolis and Tokyo (and surrounding industrial areas). The study indicated that the average U.S. employee is much more satisfied with his or her job than the comparably employed Japanese worker.

The report revealed 81 percent of the American workers were "somewhat" or "very satisfied" with their jobs, compared with 53 percent of the Japanese; 67 percent of the Americans would take their present jobs again, compared with only 20 percent of the Japanese; 68 percent of American workers were willing to work harder to help their companies succeed, compared with 44 percent of the Japanese. An overwhelming 88 percent of Americans believed a company and its employees are like a big family and the company should take care of its workers. Only 36 percent of Japanese workers held such an idyllic view.

SOURCE: INDUSTRY WEEK MAGAZINE, 122 E. 42nd St., New York, NY 10168.

STRONG THANKSGIVING TRAVEL PREDICTED

Thanksgiving travel is expected to be stronger than last year. Advance bookings for the holiday are up at least 10 percent for Northwest Airlines, and an Ozark Air Lines spokesman says November bookings are up more than 11 percent.

Says Carol Livera, of Friendly Travel in Orlando, Florida; "Many people haven't had a vacation for several years. They're not putting it off any longer." Echoes Francis Goranin, of Vega International Travel Service in Chicago: "People are more willing to spend on travel because the economic situation looks better."

With the market stronger, airlines generally command higher fares. Fares are higher, a Piedmont Airlines spokesman says, because "you don't give your traffic away when demand is high."

SOURCE: WALL STREET JOURNAL, 22 Cortland St., New York, NY 10007.

COMPANY POLITICKING CAN HURT EMPLOYEE RELATIONS

Employees who perceive their supervisors as "very active" in company politics are less satisfied with their bosses and less likely to communicate openly with them, revealed a recent study of 385 employees in seven organizations. Supervisors viewed as either "moderately" or "minimally active" in politics had fewer problems.

SOURCE: COMMUNICATION BRIEFINGS, 806 Westminister Blvd., Blackwood, NJ 08012.

THE FESTIVALS MOVEMENT

What seemingly started with Octoberfests has now given way to the likes of Summerfests, Jazzfests, Italianfests and Everything-Else-Fests throughout the United States and Canada. Large and small groups of individuals with similar ethnic, regional, religious or special hobby or business interests have programmed festivals or other public events with enough spirit and enthusiasm to introduce the body public to novel customs and entertainment. In one city alone, 22 festivals were conducted during a calendar year, all of them different.

Most of the groups sponsoring festivals find them to be their largest annual fundraising projects. The more colorful, entertaining and educational the event, the more participation and profits were realized. Refreshments customary to the individual cultures or interests, and handcrafted items and art pieces were big money-makers, especially during holiday seasons.

Because the number of such activities has increased dramatically, the festivals have become much more competitive with promotions and attractions intensified to make for a top-drawing event.

One festival, working with a NESRA chapter in their region, saw the corporate market outsell all other avenues of admission by a three to one ratio.

Because of this immense buying power, you, too, should take advantage of the amplified competition and get involved in events that offer the most benefits for your employees' entertainment dollars.

BOATING AND FISHING GROWING MORE POPULAR

The growing popularity of boating and fishing among today's population beckons more consideration in the overall corporate recreation program. There are a number of programs available to employee services and recreation administrators interested in appealing to workers interested in boating and fishing. Some of the more popular ideas include:

- Starting a sportsmen's, fishing, boating or outdoor adventure club;
- Conducting a number of fishing or outdoor wildlife photo contests;
- Coordinating various educational courses that discuss such topics as fishing equipment, boat care and simple motor repairs and maintenance;
- Arranging an outdoor field and stream show or exhibit;
- Offering special wildlife film showing or lectures;
- And contacting various resorts and boat liveries that cater to fishermen, hunters, boaters and wilderness adventurers to secure discounts for your employees.

NESRA VOTES TALLIED; HOLLINS, BROWN, CRUNSTEDT, HEAVEY WINNERS

Leroy Hollins, CESRA and recreation program director for Martin Marietta Aerospace in Denver was elected president-elect for the 1984 term beginning January 1 by the NESRA membership earlier this month.

An active member and supporter of NESRA for 11 years, Hollins is currently the NESRA vice president of member services and chairman of the awards committee. He is the co-founder and president of the Denver Area Employee Services and Recreation Association. He served as chairman for the first Region VI Conference and Exhibit in 1981 and has been appointed chairman of the 43rd Annual NESRA Conference and Exhibit in Breckenridge, Colorado, May 17-20, 1984.

Richard M. (Dick) Brown, CESRA and general manager of the Texins Association at Texas Instruments, Inc. in Dallas, retained his position as national vice president of fitness and health.

Brown was elected to the NESRA Board of Directors in 1974 and served as its president for the 1978-79 term. A recipient of the 1975 NESRA Distinguished Service Award, Brown was also a co-founder and past president of the Dallas-Ft. Worth Metroplex Recreation Council.

Robert J. Crunstedt, CESRA and manager of recreation services at Honeywell, Inc. in Minneapolis, clinched the position of national vice president of member services.

Crunstedt is a co-founder and past president of the Minnesota Employee Recreation and Services Council. A member of NESRA since 1978, he is currently a NESRA Region V director and member of the membership services committee.

Irene E. Heavey, CESRA and manager of employee benefits and services at Sperry Computer Systems in McLean, Virginia, won her bid for NESRA's national vice president of membership development.

Heavey has been a member of NESRA for five years and is currently the Region II director and co-founder and president of the Washington Area Recreation and Services Council (WARES). Prior to her second term as WARES president, she served as its vice president.

NESRA Headquarters received 555 votes for the 1983 election.

RECRUIT NEW EMPLOYEES THROUGH NESRA'S PLACEMENT SERVICE

Finding the right employee for your employee services department is never easy. But through NESRA's placement service, you have access to the resumes of more than 100 students and working professionals in the field.

NESRA has already helped many of its corporate members fill their job openings with qualified individuals. Contact NESRA Headquarters to make the placement service work for you.

YOU'LL BE "PROSPECTING FOR KNOWLEDGE" AT THE 43RD ANNUAL NESRA CONFERENCE
AND EXHIBIT IN BRECKENRIDGE, COLORADO, MAY 17-20, 1984.



KEYNOTES

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WORKPLACE PLAY GROWS POPULAR

The opportunity for employees to participate in sports at the workplace is fairly common, according to results of the Miller Lite Report on American Attitudes Toward Sports, a 218-page study conducted by Miller Brewing Company. Well over a third (37 percent) of the surveyed employed Americans work at places that have sports teams or sports events organized by co-workers or their employers and 40 percent of them participate in the events.

Men (43 percent) are more likely than women (28 percent) to have sports events organized where they work, pointed out THE SPORTING GOODS DEALER magazine. The greatest percentage (46 percent) of those participants in sports activities at the workplace are between 25 and 24 years of age, followed by those 35 to 49 years old (42 percent), 18 to 24 years old (37 percent) and 50 to 64 years old (35 percent).

Workplaces demanding a higher education from employees are more likely to offer sports activities, the survey found. Some 49 percent of college graduates work at places with organized teams, compared to 38 percent of high school graduates and 12 percent of those with less than an eighth grade education.

Income is also a determining factor in employee recreation opportunities. Only 20 percent of those earning under \$10,000 have organized sports events at their workplace, compared with 32 percent of those earning between \$25,000 and \$29,999 and 53 percent of those earning between \$30,000 and \$39,999.

Finally, employee recreation opportunities are greater in big cities than in small towns. Forty-six percent of those living in cities with populations over one million have organized sports activities at work. This compares to 40 percent living in towns between 100,000 and one million, 38 percent in cities with 25,000 to 100,000 population and 35 percent in towns between 2,500 and 25,000.

TAX HELP PROGRAMS GAIN MOMENTUM IN COMPANIES

Tax-preparation help is starting to catch on as an employee benefit. About 50 companies offer workers such services, usually for free.

"The interest now is growing," says H&R Block. The income tax preparer charges employers \$37 for each worker filing long returns and \$16 per short-form user.

At Employer's Reinsurance Corporation in Kansas City, Missouri, about one third of the 800 staffers take advantage of the free tax preparation service. "It's kind of an icing on the cake benefit," one executive explains.

Working with Hyatt Legal Services, a prepaid legal plan, Block will offer similar help to 6,000 Sheet Metal Workers union members in seven states next spring. But Hyatt discourages such joint plans for others with legal-aid coverage because of tax uncertainties.

A favorable IRS ruling probably would lead to such tax help for many of the five million workers covered under prepaid legal plans.

SOURCE: WALL STREET JOURNAL, 22 Cortland Street, New York, NY 10007

STAYING FIT CAN REDUCE INSURANCE BILLS

A growing number of life insurance companies across the United States cut premiums -- if the insured stays fit.

An estimated 20 companies offer premiums reduced by as much as 50 percent. Their criteria: applicants must follow a strict regimen of exercise and have no personal or family illness. The only similar offer in past years was lower premiums for non-smokers.

"It's our belief the life insurance industry has not been very consumer-oriented. The non-smokers and physically fit have been required to subsidize the rates for smokers," Robert MacDonald of ITT Life Insurance Corporation said. The Minneapolis-based company gives in-shape clients a 50 percent discount over smokers.

While standards vary, most companies require a minimum of 30 minutes of cardiovascular exercise, such as running, swimming or racquetball, at least three times a week. Others check height and weight, blood pressure and electrocardiogram. Some companies make it nearly impossible to cheat by requiring clients to submit to yearly physicals.

Insurers find the programs pay off, since fit people pose less risk. "If you're going to live longer, you should get a break on your insurance costs," said Worth Wilson of Occidental Life Insurance Company in Raleigh, NC.

SOURCE: USA TODAY, P.O. Box 500, Washington, D.C. 20044

AVOIDING HOLIDAY HEADACHES

In this holiday season, employee services and recreation administrators should give consideration to the potential problems that could arise at company-sponsored parties where alcohol is present.

To prevent legal headaches that could last well into the new year, MIMA, the Management Association, advises employers to take steps to protect themselves, their employees and their guests:

- Make sure safeguards are established so no driver leaves the event with his or her reflexes noticeably impaired by alcohol.
- Plan the program to control the time for drinking.
- Make sure food as well as beverages are part of the menu.
- Appoint supervisory staff to keep an eye on the situation.
- Arrange for car pools or substitute drivers where necessary.

These are just a few tips to ensure that everyone's holiday is happy and the new year starts off on the right foot.

RECAPTURING YESTERDAY

Hobbyists in company clubs aching to savor the past, with an eye on the future, may find the answer in memorabilia photography. Reproducing an image of a historic town building, an undeveloped street before the machines move in, a soon-to-be outdated transportation vehicle, or even family members or friends is at the very least "interesting" now, but will -- in say 50 years, be a small treasure.

BUY COMPUTERS AND COPIERS TODAY

Now is the time to buy that personal computer you've been thinking about, according to the recent issue of BOARDROOM REPORTS. The monthly business and management bulletin reports current discounts as high as 20 percent on equipment.

If your office needs a new copier, it is also time to move, according to the bulletin. Competition among the big three -- IBM, Xerox and Kodak -- has lopped as much as 21 percent off the price of large-capacity machines.

NEW YEAR RINGS IN NEW AWARDS PROGRAM, TOURNAMENTS

The 1984 NESRA Awards Program recognizes outstanding programs and promotions in the field of employee services and recreation. Winners need not boast of multi-million ventures; rather, the judging committee looks at how employee services administrators use their imagination, creativity and resources to meet the needs of their workforce. Because companies can compete in two divisions, those under 1,000 employees and those with more than 1,000 employees, smaller companies are encouraged to enter and gain the recognition they deserve.

As in the past, NESRA will recognize excellence in overall employee programming with the NESRA/Eastwood Award, excellence in specific employee activities and events with Certificates of Excellence, and excellence in the areas of promotion and publicity with Promotional Awards.

Past winners include 1983 NESRA Eastwood Award winners Petroleum Information Corporation (Littleton, CO), Avco Lycoming (Stratford, CT), Rockwell International (Cedar Rapids, IA) and Lockheed California Company (Burbank, CA); and Certificate of Excellence winners General Dynamics Corporation (Ft. Worth, TX), Honeywell, Inc. (Minneapolis, MN), Miller Brewing Company (Eden, NC), Northern Telecom (Richardson, TX), and Texas Instruments (Dallas, TX).

To receive the 1984 Awards Program brochure and entry form, members should write to NESRA headquarters. Entries must be received by March 10, 1984. All winners will be announced at the 1984 NESRA Conference and Exhibit in Breckenridge, Colorado, May 17-20.

For more competition, members may also wish to enter their employees in NESRA's annual bowling tournament, which runs from January 1, 1984 to March 1, 1984, or the annual fishing contest, which opens January 1 and is coordinated by Dale Hails, DOFASCO, Ltd. Amateur photographers can enter their works in the 1984 NESRA Photo Contest, coordinated by George Stark, McDonnell-Douglas Corporation. The photo contest runs from February 1 to April 15, 1984.

RESOURCE TAPPING

One of the most valuable services a professional association can provide is an extensive resource network where information in your field is readily available. Every month NESRA receives a variety of requests for information from our members. To better serve these requests, we need to expand our resource file. And to do that, we need your help.

Beginning with this issue of KEYNOTES, we will ask you each month to send us information on a topic of interest to the field of employee services and recreation. This month, we need sample job descriptions for the position of Employee Services or Recreation Manager. Job descriptions should be sent to Carla Prusak, director of member services, at NESRA Headquarters. Sample job descriptions will be available to NESRA members upon request.

STRIKE IT RICH AT THE 1984 NESRA CONFERENCE AND EXHIBIT MAY 17-20 IN BRECKENRIDGE, CO.